

# **BASIC COURSE CERTIFICATION REVIEW**



**California Highway Patrol Academy**

**California Highway Patrol  
3500 Reed Avenue  
West Sacramento, California**

**March 3-5, 2010**

**A Confidential Report Prepared for the  
Commission on Peace Officers Standards and Training**



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## **INTRODUCTION**

POST conducts reviews of academies that present the POST Certified Regular Basic Course on a regular basis for the purpose of ensuring quality, integrity, and safety of entry-level peace officer training in California. During March 2010, a Basic Course Certification Review (BCCR) was conducted at the California Highway Patrol (CHP) Basic Academy. The findings of the review are expressed in the following three categories: Compliance Issues, Recommendations, and Exemplary Aspects. A Certification Review Team (CRT) comprising the following members conducted the CHP Academy BCCR:

### **Team Members:**

- Gregory Murphy, Senior Law Enforcement Consultant - Team Lead, POST
- Andy Sechrist, Captain, Southern Division - California Highway Patrol
- Steve Cushing, Director, South Bay Regional Training Center
- Richard Bond, Senior Law Enforcement Consultant - Regional Manager, POST
- Michael Catlin, Senior Personnel Selection Consultant, POST
- Jennifer Imlay, Test Security Coordinator, POST

## **REVIEW METHODOLOGY**

The methodology for conducting a Basic Course Certification Review is based on the following criteria:

- Review of prior certification report
- Review of Academy self-assessment report
- Review of skill evaluations
  - Physical Methods of Arrest Training
  - Emergency Vehicle Operation Course Training
  - Firearms Training
  - Physical Training
  - Scenario Testing
- On-site verification and review
  - Program Management
  - Course Quality and Delivery
  - Facilities and Equipment
  - Safety
- Program Assessment Interviews
  - Staff
  - Instructors
  - Cadets
- Use of POST resources
- Review of course certification within POST Electronic Data Interchange (EDI)



## **REVIEW OF PRIOR CERTIFICATION REPORT**

POST conducted a BCCR of the CHP Academy in March of 2007. The overall result of that BCCR was the recommendation for continued certification of the Regular Basic Course to the CHP Academy. Specifically, the 2007 BCCR identified fifteen recommendations and ten exemplary aspects. POST acknowledges and congratulates the CHP for its achievements in fully implementing fourteen of the recommendations<sup>1</sup>.

## **REVIEW OF ACADEMY SELF-ASSESSMENT REPORT**

The CRT conducted a review of the CHP Self-Assessment Report (SAR) prior to and during the on-site review. The CRT found the SAR to be an informative document that thoroughly addressed the items of concern. The SAR also provided organizational background that was valuable to the CRT members while reviewing various aspects of the CHP Academy. The thoroughness of the SAR reduced the number of questions the CRT had while on-site and allowed the team to focus on verification of training practices and accompanying administrative policies and procedures. The CRT congratulates and commends the CHP for the impressive work represented in the SAR; it was noted as the “best” the CRT had observed.

## **REVIEW OF SKILLS EVALUATIONS**

Prior to the on-site review, a series of psychomotor-skill evaluations were conducted at the CHP Academy. This BCCR included an evaluation of the following skill sets:

- Arrest and Control (Physical Methods of Arrest) Techniques Training
- Vehicle Operations Training
- Firearms Training
- Lifetime Fitness Training
- Scenario Testing

Subject-matter experts who teach their respective skills at other academies throughout California were selected to evaluate each of the aforementioned skill sets. Each evaluator provided an assessment of their assigned skill set, based on their on-site observation and interview with CHP Academy instructors and staff. Each skill area was assessed for compliance to POST regulation and adherence to the Regular Basic Training and Testing Specification Document, which specifies the minimally required content for the Regular Basic Course. The following sections (A-E) depicts the results of the skill set evaluations:

### ***A. Arrest and Control (Physical Methods of Arrest) Techniques (LD #33)***

On February 16, 2010, evaluators conducted a Physical-Methods of Arrest Techniques session review. Upon arrival at the training site, the evaluators were met by the Unit Supervisor who advised that the course of training for the day was Side-Handle Baton certification. The evaluators observed the primary facility used for PMA (a gymnasium approximately 8,000

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<sup>1</sup> The 2007 BCCR recommended the RTO-to-Cadet ratio be adjusted from 1:36 to 1:25. While the ratio remains 1:36, the California Highway Patrol Academy has added a second supervisor to the unit.



square feet of floor space) and noted the facility to be adequately sized, well ventilated and equipped with well maintained and serviceable training mats. An interview with staff revealed that the mats are routinely cleaned with an approved disinfectant and dried after each training session.<sup>2</sup> The cleaning supplies were neatly stored in a storage room located within the gymnasium. First-aid supplies are located in a room within the gymnasium facility and readily accessible to all occupants. The first-aid supplies are clearly marked with the appropriate symbol and very well organized. Additionally, the CHP has ready access to “on-facility” Emergency Medical Technicians (EMT). During high-intense physical skill exercises or tests, the EMT Unit is present.

During their observation of the Side-Handle Baton certification, the evaluators noted that some cadets received instruction and performed the techniques in the Advanced Officer Training (AOT) facility while the remainder of the class did so in the area immediately outside the AOT facility. Because this session was actually a certification, there was little instruction and the instructors primarily evaluated the cadets. Evaluators did observe adequate instructor-to-student safety ratios and they observed the instructors using individual rating forms for each cadet performing baton techniques for the purpose of certification.

Evaluators were advised that at the initial PMA session, cadets are given a safety lecture and a safety manual (CHP Safety Manual, 70.6) to review and maintain. Staff members conduct a visual inspection of participants prior to any exercise to ensure that no weapons are brought into the training session. Evaluators were advised that within the CHP training program, the announcement of term “RED” triggers all participants to cease activity and stop immediately for the purposes of safety. All participants are required to wait for further instructions before resuming any activity.

A review of the PMA manual/lesson plan was conducted and it was discovered that the CHP has excluded the Carotid Restraint Control Hold learning need. Documentation of the “Management Decision,” based on a 1994 California court case, *Nava vs. City of Dublin*, to eliminate the Carotid Restraint objective is contained in the manual reviewed.

With the exception of the Carotid Restraint Control Hold learning need, the PMA program appears to comply with the Standards associated with Arrest and Control methods. However, because the carotid restraint is specifically listed as a learning need in the Training and Testing Specifications, **resolution of this issue is required.**

**Compliance Issue:**

Learning Domain #33, Section IV – Learning Need, states: “Peace officers must know the advantages of the use of a Carotid Restraint Control Hold, the risks involved, the follow-up procedures, and safety precautions.”

<sup>2</sup> During the Physical Training evaluation, evaluators observed cadets performing the cleaning and drying of the exercise mats at the conclusion of a physical training session.



Evaluators were provided an expanded course outline document detailing the following regarding the Carotid Restraint Control Hold as a result of a 1994 court case:

*...an Executive Management decision resulted in the elimination of the Carotid Restraint Hold as a "Use of Force" option.*

**Recommendations:**

Resolve the fact that the Carotid Restraint Control Hold (a required objective) is not taught.

Consider teaching the Carotid Restraint Control Hold while retaining the position of a non use-of-force option.

***B. Vehicle Operations (LD #19)***

On February 22, 2010, evaluators conducted a Vehicle Operations (VO) Training session review. Upon arrival at the training site, the evaluators were met by the Unit Supervisor who advised that the course of training for the day was high-speed driving. The CHP devotes 44 hours of training to VO training, and all instructors have either completed a POST certified instructor course or an equivalent course.

The academy has an impressive training area dedicated to VO. There is a city-streets grid, a large skidpan, and a high-speed track designed to train cadets to drive on the unique high-speed environments of the California Freeways.

The academy has a specific VO Safety Policy on file. This policy includes information on reporting injuries, first-aid equipment, and emergency procedures. They also have an Emergency Operations Plan that includes information on the location of area hospitals, and specific response procedures in the event of an emergency.

All students are briefed on safety procedures and requirements at the start of each training session. As part of their student manual, they receive a written copy of VO safety rules and policies. All students are required to wear seatbelts any time they are operating or seated in a vehicle. They also wear helmets and safety harnesses for high-speed training.

When students are training or testing on the city-streets grid, there are instructors present at a 1:3 instructor-to-student ratio. High-speed training has a 1:1 ratio. All testing conforms to standard testing requirements. In addition to close supervision, the high-speed track has a control tower that is always staffed when vehicles are on the track. The tower has constant radio contact with the vehicles in order to maintain proper spacing on the track.

The skidpan area consists of a polished concrete surface that is sprayed with water. Selected vehicles are equipped with special tires to include understeer or oversteer. Students who need extra training in skid recovery are allowed, under direct supervision, to come on their own time to train on the skidpan. The California Highway Patrol skidpan is in need of significant repair. Existing cracks allow the unintended seepage of water. Repair is needed to prevent the seepage of water before irreversible damage is done.



The vehicles used for VO training are in excellent working order, and they meet the requirements for VO. The CHP has a dedicated vehicle maintenance section with mechanics available to provide immediate maintenance to the vehicles.

The CHP VO facility covers a large area. As a means to ensure safety, a safety truck has been outfitted with all necessary safety gear; supplies, backboards, pry-tools, extra helmets, fire extinguishers, etc.

**Recommendations:**

Repair the skidpan to prevent water seepage.

**Exemplary Aspects:**

Providing on-site vehicle maintenance capability.

**C. Firearms (LD #35)**

On January 26, 2010, evaluators conducted a Firearms Training session review. The evaluators observed a “night-shoot” scenario-based training session in which each cadet negotiated a series of “shoot or don’t-shoot” scenarios. During this training, each cadet proceeded laterally through a series of targets requiring him or her to make a “shoot/don’t shoot” decision. Additionally, due to the low light condition, the cadets had to utilize their flashlights and make use of available positions of cover.

Evaluators observed a pre-briefing provided by the instructors that addressed safety and training objectives. Furthermore, the instructors maintained control of the exercise while providing adequate safety and reinforcement of learning with immediate feedback to cadets upon their completion of the course of fire. During the dynamic movement through the course, the instructor-to-student ratio was 1:1. Once the cadets had completed the course of fire, they assembled in a safe location that provided them the opportunity to visually observe others negotiate the course; continuing the learning process.

Safety was enhanced by the presence of the unit supervisor, who performed as the Range Safety Officer (RSO), and moved laterally behind the instructor and student. Also, the protocol required both the immediate instructor and the RSO to concur by shouting “Clear,” before the next cadet would begin movement through the course.

The evaluators’ review of course material revealed that the CHP firearm course complies with the POST TTS and that the required student skill set evaluation forms are in use.

**Recommendations:**

None noted.

**Exemplary Aspects:**

The 1:1 ratio coupled with the monitoring of the RSO during course of fire.

Learning reinforcement practice of providing immediate feedback to cadets.



***D. Lifetime Fitness (LD #32)***

On February 10, 2010, evaluators conducted a Physical/Lifetime Fitness Training session review. The evaluators were met by the unit supervisor, who provided a detailed description of the training program and the composition of the unit.

***Medical Prescreening***

All students are required to pass a pre-employment medical examination before academy entry. Students fill out a medical sheet and are interviewed by medically trained staff to identify current injuries, conditions or medications that may affect the student's ability to exercise or that may need accommodation.

***Facilities***

The academy gymnasium has an 8,000 sq. ft. exercise floor with movable exercise mats. Aerobic exercise equipment is available on the main exercise floor and two small weight-training rooms are located in two adjacent rooms. Lack of weight room space and equipment limit the number of students that can participate in resistance training at any given time. Outdoor areas include a new all-weather track, with all-weather surfaced obstacle course areas nearby. Service roads and paths throughout the academy grounds are used for distance running.

***Safety***

CHP staff provided an excerpt from their safety policy titled "Lifetime Fitness Safety Guidelines" for review. All physical conditioning related safety topics cited in the POST *Guidelines for Student Safety in Certified Courses* are represented in the Academy's safety policy. The safety policy describes the academy-required instructor-to-cadet ratio as one instructor per every 70 students (1:70). The policy does not state any requirement to increase instructor numbers for teaching exercise techniques, supervising initial exercise sessions, supervising high-speed/high force movements, or other circumstances that may require additional instructors. Distance runs are typically done in the early morning and in darkness during winter months, but students are required to bring and use flashlights during runs.



### ***Physical Conditioning***

The number of planned physical conditioning sessions listed in the Cadet Physical Fitness Workout Schedule meets or exceeds POST requirements for total count, continuity, and sessions per week. PT is usually scheduled three days per week for academy weeks 2 through 27, for a total of approximately 73 exercise sessions. The progression rate of running distances is more conservative than the example rate of increase stated in the *Basic Academy Physical Conditioning Manual*, and this may reduce the risk of running related injuries.

When possible, PT for injured students is modified to prevent de-conditioning during periods of activity restriction. This is done in cooperation with medically trained staff in the Academy's EMS unit. Students with running injuries have modified PT on a bike ergometer. These students are "work hardened" on an elliptical trainer and cushioned all-weather track before they return to road running. Evaluators appreciated this effort to reduce the risk of re-injury.

Exercises include various types of push-ups, mountain climbers, leg lifts, lunges, jumping jacks, leg tucks, grip exercise, sprint intervals, plyometrics, walking lunges, wrestling, boxing, and other exercises not described in the *Basic Academy Physical Conditioning Manual*.

Instructors document PT sessions with the use of a weekly planning record similar to one from the *Basic Academy Physical Conditioning Manual* to log PT sessions. Modified PT is documented on a Cadet Daily Injury/Illness Self-Appraisal form.

Reviewers observed four instructors per 57 students during a floor exercise session. Staff stated that they use three additional safety monitors per company, plus EMS staff, when boxing or wrestling is included in PT. Evaluators were advised that additional instructors are also used during initial training.

### ***Classroom Learning Activities***

Evaluators observed a portion of instruction during a classroom session on body composition management and nutrition, titled "Nutrition for Life". The CHP instructor used appropriate material and learning activities to engage the 117-student senior class. Reviewers observed good examples of effective facilitated learning activities based on adult learning concepts. Reviewers were not able to observe required learning activities about "evaluating fitness components", or "principles and techniques for developing a personal physical fitness program." Evaluators noted that this was one of the best, if not the best, presentations witnessed throughout the State.

### ***Assessment Testing***

Assessment tests, including push-ups, sit-ups, 1-1/2 mile run, 300-yard run, and an obstacle course, are administered on three separate occasions (week 2, 13, and 20). Body composition is measured during weeks 2, 12, and 21. The Sit & Reach Flexibility Test is not listed in the lesson plan as a part of the assessment test battery; however, during an interview with the unit



supervisor, the evaluators were advised that the Sit & Reach Flexibility Test is conducted two times during the academy course.

### ***Work Sample Test Battery***

In 1985, POST approved the use of CHP's alternate physical ability test in place of the Work Sample Test Battery, pending completion of additional planned validation research. Highway Patrol Academy students are tested before graduation on the PPP test battery, including a 100-yard sprint, 50-yard obstacle course, 500-yard run, and a simulated uphill stretcher carry. The PPP test battery is administered during the 12<sup>th</sup> week of the academy. Students who fail the PPP are placed in a special 4-week PT program that includes sprint training and plyometrics before they are re-tested. After completing the remedial PT program, students are given two more trials to pass. Any student who fails both trials of one or more Work Tasks fails the Basic Course and is terminated. The test procedures, published on pages 3-8 of the HPM 70.9, state that "cadets will be allowed two final attempts to pass each work task." This would violate the PAM section D-1 single re-test requirement.

### **Recommendations:**

Submit a program change request to seek POST approval for non-standard physical conditioning program content, or revise the PT program to conform to the *Basic Academy Physical Conditioning Manual*.

Consider revision of the Lifetime Fitness Safety Guidelines section on Staff-To-Student Ratio to state minimum ratios for teaching exercise techniques, supervising initial exercise sessions, supervising high-speed/high force movements, or other circumstances that may require additional instructors.

### **Exemplary Aspects:**

Use of adult learning concepts during lecture on nutrition.

## ***E. Scenarios***

On January 30, 2010, evaluators conducted a Scenario Testing session review. The evaluators were met by the unit supervisor, who provided a detailed description of the training program and a description of how participants for scenarios are obtained.

Evaluators confirmed that the CHP scenario program complies with POST regulations concerning scenario management. An exceptional observation revealed that the majority of participating instructors have satisfactorily completed the POST Scenario Management Course which is only required of those individuals with scenario management responsibility.

Patrol officers from the CHP ranks act as role players and each has completed the requisite training. This practice not only benefits the cadets, but also provides the role players an opportunity to reinforce their training and to provide feedback to academy staff on the changing environment in the field.



The evaluators observed a session in which all role players were advised that they were responsible for addressing safety matters and reminded of the requirement to not deviate from the script during the role-playing exercises. All cadets were provided modified weapons capable of firing only blank rounds and the area in which the scenarios were conducted was appropriately isolated.

Based on a review of the documentation and interviews, evaluators desired to reiterate the need that all role players, evaluators, and personnel handling the test material sign the POST Security Agreement Attachment "A."<sup>3</sup>

The evaluators were impressed with the structure and efficiency with which the scenario testing session was carried out. The operation appeared to be well thought out and professionally executed. The ability of the CHP Staff to so efficiently conduct the session was noted as exemplary.

**Recommendations:**

Review policy that addresses the requirement for all role players and evaluators to sign the Security Agreement Attachment "A."

Require all personnel who handle the test material to sign the Security Agreement Attachment "A."

**Exemplary Aspects:**

The efficient and effective manner in which the staff conducted the scenario session.

The use of traffic patrol officers to act as role players.

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<sup>3</sup> Interview with the Academy Director revealed that great attention is placed on ensuring that all necessary personnel sign the Test Use and Security Agreement; furthermore, any individuals not having signed the agreement at the time of the review will be resolved in the natural process of academy operations. All maintenance personnel only handle the test material after the material has been shredded and test security is no longer potentially compromised.



## **ON-SITE VERIFICATION AND REVIEW**

The CRT directs the on-site review toward the following four primary areas of an academy program:

- Program Management
- Course Quality and Delivery
- Facilities and Equipment
- Safety Considerations

### **PROGRAM MANAGEMENT**

The California Highway Patrol Academy presents the Regular Basic Course in an intensive format in 1,280 hours over a 27-week period. The CHP is certified by POST to present the Basic Course 4 times per fiscal year. The CHP generally presents two academy classes concurrently at any given time. The CHP Academy Basic Course is offered in affiliation with American River College in Sacramento, making available up to 17.5 semester units for cadets who enroll with the college and successfully complete the Academy.

#### **A. Management**

The Academy Director position is staffed by a California Highway Patrol Captain, who is internally identified as the Academy Commander. The Director devotes nearly 100% of time to directing Basic Course operations. Notably, the current Director actively participates in the POST Advisory Committee, the California Academy Directors Association, the Human Trafficking Telecourse Committee, and is a founding member of the Vehicle Operations Training Advisory Council.

The California Highway Patrol Academy has designated an Officer as full-time POST Coordinator for the Basic Course program. The Coordinator is responsible for ensuring compliance relative to course curriculum, instruction, and facilities. The Coordinator dedicates 100% time to the Basic Course operations.

The CHP management employs and uses a comprehensive evaluation process to monitor the effectiveness and efficiency of the program. Several examples were cited throughout the review process that illustrated how information learned from various evaluation sources was used to effect improvements to the overall program. Formally, the evaluation process in place at the CHP Academy is described below:

##### ***i. Student Evaluation***

The Academy staff provides an evaluation of each cadet on a monthly basis. This evaluation is presented to the cadet and it contains both positive and negative observation. The evaluation focuses on several areas in which the cadet is responsible to perform. The cadets are given the opportunity to respond in writing to any adverse comment, and the response becomes part of the final evaluation document.



*ii. Instructor Evaluation*

Cadets provide a written evaluation at the end of each learning domain and agency specific course, addressing the effectiveness of the instructor and materials used. In addition to the cadet evaluations, instructors are evaluated by their immediate supervisor on a monthly basis. Management uses evaluations both from cadets and supervisors as tools to continuously adjust the overall program, allowing them to maintain effectiveness and efficiency within the instructor cadre.

*iii. Program Evaluation*

Cadets are provided the opportunity at the conclusion of the academy to provide written feedback to the Academy Commander and Program Managers about the support staff and overall course program. Management uses this feedback to address effectiveness and efficiency of the program.

**B. Consortium**

The Academy Director regularly attends and participates in the Basic Course Consortium meetings, along with the Academy Coordinator and other Academy program managers. The CRT noted that in addition to regular attendance at the Consortium, the CHP personnel are very active in the Consortium activities and the ongoing development of the POST Regular Basic Course.

**C. Support Staff**

The CHP employs two clerical staff members who are primarily assigned to cadet record maintenance, and one additional cross-trained employee who assists. To complement the support staff primarily assigned to academy operations, the CHP has an Academy Services Program, which offers support from the Administrative Services Unit, the Training Standards and Development Unit, the Graphics Services Unit, the Television Production Unit, and the Clerical Unit. Additionally, other California Highway Patrol Programs (Operations, Tactical Training and Instructional Services) are housed at the academy grounds and available as support and resources.

**D. Use of POST Resources**

The CRT observed and noted that the CHP Academy maintains copies of the POST Administrative Manual, the Training and Testing Specifications for the Peace Officer Basic Course, the POST Basic Course Management Guide, and the POST Student Workbooks. In addition to having these resources readily available, there is substantial evidence of their use as references in the development of existing policy and standard operating procedures.

California Highway Patrol Academy Management and Staff are aware of and have a strong working relationship with their POST Area Manager. The Academy Coordinator routinely



communicates with the POST Area Manager as the Basic Course is maintained and updated to comply with changing regulations.

#### **E. Test Security Management**

The CRT's review revealed that the CHP Academy demonstrates the seriousness with which it deals with test security. However, the review team noted that scanning and TMAS equipment are not all housed in one location; doing so would reduce the potential to compromise testing material. The CRT discovered the CHP Academy's test administration and security policy to be a mixture of the actual Security Agreement and the information required by the guidelines.

#### **F. Records Maintenance**

The clerical and support staff run an exceptionally well organized records maintenance system. During the review, requested files and records were provided immediately and the system in place has provisions for accurate archiving of each class' records.

#### **Recommendations:**

Separate the Test Security Agreement and Test Security Guidelines into two distinct documents and distribute as such.

#### **Exemplary Aspects:**

The practice of evaluating cadets on a monthly basis as well as the final evaluation.

The comprehensive evaluation process used at the CHP Academy.

Active participation of CHP Academy personnel at the Basic Course Consortium.

The commitment to the Academy by CHP leadership to support the training mission.

### **COURSE QUALITY AND DELIVERY**

#### **A. Course Presentations**

The California Highway Patrol is certified by POST to offer 4 presentations of the Basic Course per fiscal year. Generally, when a course is presented, it is followed by the presentation of a second course 14 weeks later. Presenting the course concurrently provides for a senior and junior class paradigm and maximizes the efficiency of the agency's ability to satisfy agency-staffing needs.

During the skills and on-site evaluations, it was noted that the Academy Staff does an outstanding job of managing and utilizing the resources that are made available to them. The "clockwork" method by which cadets moved through the various training programs was remarkable.



### **B. Staff Training**

In addition to the Director and Coordinator, academy staff is well trained. Both the Director and Coordinator have completed the POST Director/Coordinator Workshop as required. Additionally, the Tactical Training and the Academy Services Program Managers are scheduled to attend the next Director/Coordinator Workshop.

During this review, it was expressed that only three of the ten Recruit Training Officers (RTO)/Staff Officers have attended the Recruit Training Officer Course due to recent assignment. The remaining RTO's/Staff Officers are scheduled for upcoming RTO courses.

Two sergeants are assigned to units that oversee the scenario-testing component of the Academy. Both of the assigned sergeants have completed the Scenario Management and Evaluation Workshop. A file containing evaluators and role players who have completed the Scenario Evaluator Training Course is maintained and used to select evaluators and role players for scenarios.

### **C. Compliance With Training Specifications**

In addition to the presentation of 664 hours of instruction required by POST, the California Highway Patrol devotes the remaining 616 hours of training to either agency specific learning objectives or to additional hours of instruction focused on the POST required objectives.

The Academy uses the current Training and Testing Specifications (TTS) document; however, it was noted during this review that the Academy (Physical Methods of Arrest) does not present the required objective that focuses on the carotid restraint control hold. Cadets are provided with the Training and Testing Specifications and the agency specific objectives at the beginning of the course, and have the ability to monitor adherence to the TTS document. Instructor lesson plans identify the learning objectives and can be used as checklists to ensure that all learning objectives and tasks have been addressed.

### **D. Instructor Quality**

The CHP instructor cadre is staffed with seasoned CHP patrol officers who are assigned as full time instructors at the Academy. The assignment is a result of a statewide announcement and application process. The selection is based on a resume review, a panel interview, a demonstration of classroom presentation and written exercises. Once selected, the instructor is assigned to the Academy on a 30-day temporary status to ensure "best fit." The assignment as an instructor is generally a four-year assignment.

At the time of the review, the Academy reported 53 instructors assigned to the Regular Basic Course. A review of the instructor resumes revealed that each instructor has documented qualifications sufficient for CHP approval to instruct; furthermore, each resume representing an instructor teaching a POST Regulation 1070 topic depicted the requisite Instructor Training or its equivalent. A review of an equivalency course outline for physical methods of arrest was conducted and the outline satisfied the required topics identified in POST Regulation 1082 relative to Arrest and Control Techniques.



All instructors are required to complete the Academy Instructor Certification Course (AICC) and the Basic Course Coordinator has a training tracking system in place that allows accurate monitoring of compliance. The Academy has also requested certification that will allow the CHP to present the AICC. The ability to present this course “in-house” will provide opportunity to get CHP instructors as well as other local academy instructors trained at a greater rate. Instructors are also required to complete re-certification training via the Competency Verification Checklist every three years.

**E. Course Remediation System**

The review of the remediation system in place at the Academy revealed that the process does comply with POST Regulation. Because of the significant number of agency specific topics taught, there are areas where the CHP administers the remediation and re-test paradigm differently than the POST required method. The CRT determined that for every POST element of the course, the CHP does comply with the required sequence and limit of one and only one re-test.

Cadets are informed of the remediation and re-test paradigm via the Cadet Training Standard Operating Procedure Manual. Each cadet is provided a copy of the manual and the procedures contained within the manual are explained in detail at the outset of the class. All remediation activities are conducted outside the prescribed schedule of the course.

**F. Student Tracking System**

Staff-office personnel monitor cadet attendance. When a cadet misses a portion of the course, it is immediately made-up at a time outside the regular course schedule. When circumstances exist that do not allow make-up of the missed course material, the cadet is either recycled to a junior class so that no course material is missed, or the cadet is terminated from the Academy.

The Staff-office personnel, in conjunction with support staff and instructors, monitor cadet performance. The Staff-office is notified when a cadet fails an exam and if it is a re-test exam, the cadet is terminated from the Academy. Other performance management activities such as counseling and additional training are based on information provided to the Staff-office.

**G. Review of course and certification records**

In addition to complying with requirements related to submitting and maintaining course material via the POST Electronic Data Interchange (EDI) system, the California Highway Patrol has implemented a comprehensive records maintenance system. The system includes lesson plans, instructor resumes, test-use-security agreements, examinations, handout materials, student attendance records, instructor evaluations, regulation and procedure manuals, course files, student workbooks, instructor guides, and, training and testing specifications.

At the time of this BCCR, the course exists in EDI in the “modification” status. The course modification includes the essential components (administrative information, expanded course outline, instructor resumes, hourly distribution schedule, and safety policy) necessary for course certification. A review of the course material in EDI revealed that the expanded course outline was developed to the third level of detail, the instructor resumes were complete and



reflected specialized training requirement satisfaction where needed, and a safety policy that addressed instructor-to-student ratios and response to injury/illness protocol.

**Recommendations:**

Include relevant certificates and other training documentation in the instructor files.

For each instructor teaching a 1070 component of the course in which an equivalency course was used to satisfy the Instructor Course requirement, include a verification of the equivalency evaluation in the instructor's file.

Include a document with each Lesson Plan book that shows signed management approval of all materials (handouts, videos, etc.) used in the lesson.

Develop a comprehensive written directive that outlines the entire curriculum process for the Regular Basic Course.

Learning Domain #32 shows that Wrestling and Boxing are taught but there are no learning objectives in the expanded course outline documenting these activities.

Institute a tracking instrument such as a spreadsheet to monitor student absences against the Five-Percent absence rule regarding the Basic Course.

**Exemplary Aspects:**

The use of full-time permanent assigned instructors is extremely beneficial to the program.

## **FACILITIES AND EQUIPMENT**

The CHP Academy is an agency training center that in addition to presenting the Regular Basic Course, in-service training is presented for California Highway Patrol and other agency personnel. As depicted in the SAR, the training facility is situated on 457 acres with ample classrooms, a gymnasium, a dining facility, and residential dormitories for cadets. Additionally, the Academy maintains and operates a high-speed driving track, an outdoor running track and obstacle course, a skidpan and recovery area, and a complement of indoor and outdoor multi-purpose ranges. The entire facility is enclosed and controlled by a sentry staffed at the entry point.

There is adequate office space for support functions and adequate classroom space for class sizes as currently defined. Since the 2007 BCCR, the Academy facility has undergone significant improvement. The addition of the surfaced outdoor track and obstacle course provides the capability of enhanced training while reducing the potential for injury common to hard surface running. The on-site Emergency Medical Service (EMS) Unit is undoubtedly an enhancement to the program. A tour of the dormitories revealed that the dorms have been renovated and that they provide adequate space for the training mission.

The Academy and Basic Course presentation takes priority at the training site. The Academy facility is truly a world-class facility that is very well maintained. The CRT noted that while the



facility is impressive, the maintenance and care of the facility and equipment by agency personnel is more impressive.

## **SAFETY**

The CHP has included in its certified Basic Course, a comprehensive psychomotor-skills safety policy. The first directive of the CHP Basic Course Safety Policy states that all psychomotor-skills training will take place in areas specifically designed for the purpose of that particular training. Also, all personnel involved in training are directed to ensure that the training atmosphere is one in which safe training benefits can be maximized.

The policy is structured in a fashion that explicitly addresses procedure, instructor qualifications, staff-to-student ratio, and presentation. The policy includes specific sections for Firearms/Chemical Agents, Driver Training, Physical Methods of Arrest, Physical Training, Scenario Training, Electronic Weapons, and Motorcycle Training.<sup>4</sup>

The safety policy addresses the areas of protocol/procedure (obtaining medical assistance and reporting requirements) in response to an injury/illness and instructor-to-student ratios. The CRT found the safety policy to be within the guidelines set forth in *the POST Model Safety Policy Guidelines* publication. However, the CRT noted that due to the number of psychomotor-skills performed within the course, careful attention and consideration should be given to ensure that all appropriate activities are addressed within the policy. The CHP curriculum includes boxing and wrestling activities; as such, the CHP should specify the instructor-to-student ratio for those activities.

The CRT observed and noted that all facilities were in excellent condition with adequate safety equipment nearby. Restroom facilities and drinking water are adequately present. Appropriate equipment such as trauma kits and rescue equipment are in place where needed. The use of the driving safety truck coupled with the on-site emergency medical response demonstrates the seriousness with which the CHP deals with the topic of safety.

## **PROGRAM ASSESSMENT INTERVIEWS**

### **A. Staff**

The CRT interviewed several staff members during the on-site to gain further insight into the CHP Academy operations and to verify procedures identified in the SAR. The CRT found the staff members to be knowledgeable about the policies and procedures in place at the Academy. Staff members demonstrated an awareness of their role within the overall Basic Course and what impact they had on the cadets' outcome.

Specifically, the staff members interviewed were well aware of the POST Regulations regarding cadet test failure protocol, safety protocol, and the requirement to adhere to the minimum content of the Regular Basic Course Training and Testing Specifications Document.

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<sup>4</sup> The CHP should remove "Motorcycle" training from the Basic Course Safety Policy." Motorcycle training is not a part of the Basic Course curriculum; as such, should not be included in the "certified" course material.



Staff advised that the cadets understand that staff is there primarily for the mission of “training;” however, the cadets have been advised and know staff is also concerned with their personal challenges and are willing to listen at the appropriate time.

### **B. Instructor Interviews**

The CRT conducted interviews with instructors and asked questions about the course content, lesson plans, and the use of adult learning concepts and methods; in response, the instructors demonstrated knowledge of the Regular Basic Course Training and Testing Specifications Document and Expanded Course Outline correlation. The instructors discussed how they use a variety of adult learning concepts and methods in the classrooms as well as how they monitor the success of their approach based on class performance.

The instructors advised that they are afforded the opportunity to participate in a variety of enrichment training in addition to the required training that they are mandated to complete. The CRT believes the instructional staff will benefit from enrichment training such as Bloom’s Taxonomy that focuses on the various levels of learning.

### **C. Cadet Interviews**

**NOTE: The following information was not verified but is included to present information from cadets currently in the program, from their perspective and their limited base of knowledge.**

The CRT met with cadets (in their 9<sup>th</sup> week of training) to determine program effectiveness from their perspective. The cadets indicated that they were familiar with the workbook system and found it to be of value to their program. They especially liked the examples provided in the workbooks and some commented that the addition of illustrations would be helpful.

Consistent with the comments from the 2007 BCCR, cadets seemed to be unclear about policy addressing the total number of failures (without failing a re-test) allowable to still complete the academy program. However, they did indicate full understanding that if they failed a POST re-test they would be dismissed from the Academy. The cadets did not express any inconsistency of information by different instructors, and they emphatically acknowledged the emphasis on safety throughout the program. Cadets acknowledged receipt of safety policies during their initial orientation.

The cadets did not identify any weaknesses in the Academy program and they indicated they believed the academy to be the best program in the State. Cadets expressed appreciation of the staff’s willingness to address their personal challenges while keeping the training mission the priority.

The cadets liked the fact that the CHP academy has dormitories, because residing at the academy significantly reduces the number of distractions from their studies. The cadets were appreciative of the recent remodeling the dormitories have undergone; however, the cadets



advised the CRT that they believed the availability of footlockers in the dormitory would be an efficient way of providing them more storage space for belongings.

## **REVIEW OF COURSE CERTIFICATION WITHIN EDI**

The CRT conducted a review of the CHP course certification material contained within the POST Electronic Data Interchange (EDI) system and found that all required components of the course were included. The course is adequately maintained within EDI by routine updates of instructor resumes, expanded course outline, and hourly schedule modifications in response to POST Regular Basic Course Training and Testing Specifications (TTS) Document and agency specific modifications.

The CRT noted that the CHP should institute the practice of conducting periodic thorough reviews of their expanded course outline to ensure that all aspects of the TTS as well as all agency specific learning domains are represented in the expanded course outline and hourly schedule.

Assigned POST coordination personnel demonstrate full competency in the use of EDI, the policies and regulations applicable to POST course certification, and the construction of the material needed for POST certification.

## **SUMMARY OF PROGRAM REVIEW**

The overall findings of the CRT coupled with the assessments of the skills-evaluators are consistent. Every evaluator found a high level of commitment from the Academy Staff. This commitment was/is reflected in the level of knowledge about the program demonstrated by Academy Staff through observation and interviews conducted throughout the review process. Management's dedication to maintaining the quality and integrity of the program is demonstrated through their commitment to providing required and enhanced staff training.

Another consistent finding articulated by all evaluators was the efficiency at which the academy operations are carried out. Upon initial observation it may appear that the CHP Academy is "rich" with resources; however, a more focused observation will reveal that given the volume and rate of throughput, it is the well-managed operation that is key to the program's success. The CRT and the skills-evaluators were impressed time and time again with the highly coordinated schedule with which the cadets are managed through the program. Obviously a program that operates at this level of efficiency does not happen by accident; undoubtedly, careful planning, directing, organizing, and leadership have and continue to occur at all levels.

The leadership at the Academy is reflected throughout the program. The organizational pride is apparent upon arrival at the facility. The carefully manicured grounds, highly polished brass and professional bearing exhibited by all employees is nothing less than impressive. The CRT noted that all employees<sup>5</sup> encountered from the clerical staff, operations unit, instructors, staff officers, supervisors, and managers all model professionalism, integrity, and attention to detail. It is no surprise that the feedback from the field is positive with respect to the level at which cadets perform when they arrive at their first assignment; because, the same aspects of discipline that produces the

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<sup>5</sup> "All Employees" includes the Grounds Keeper, Cafeteria Staff, Reception Staff, and the sworn personnel.



highly polished brass on the academy grounds benefit the patrol officer when engaged in a pursuit at high rates of speed.

The interview with the cadets reinforces the evaluators' observations of staff commitment and dedication. The cadets realize they are in a world-class program and are fully appreciative. Especially appreciated is the willingness of the staff to exhibit genuine concern for personal matters with which they have to address, while they understand the primary mission at hand.

The CRT acknowledges and commends the efforts taken to respond to and address the recommendations identified in the 2007 BCCR. POST and the CRT further appreciate the receptive attitude displayed throughout the organization. The desire to constantly improve is more than a motto within the CHP and it is reflected in the Academy Program. The review yielded one Compliance Issue, several Recommendations and several Exemplary Aspects of the CHP Academy. POST and the CRT are confident that the CHP Management will resolve the identified issue and receive the recommendations in the "for purpose of improvement" spirit in which they are offered. The majority of recommendations focus on improved documentation of practices in place.

The most significant compliant related issue of the CRT was the fact that one of the Learning Needs contained in the POST Training and Testing Specifications is not performed by the CHP. The CRT understands the history that creates this dilemma – however; the TTS represents the "minimum" training content "required" in the Basic Course. It is requested that the CHP work with POST (Area Consultant Richard Bond and BCCR Manager Gregory Murphy) to begin the steps to resolve this issue.

The CHP Academy is unique within the State, as it is the only academy that conducts training for highway patrol officers and it is also unique in its emphasis on traffic enforcement. Because the CHP is the only State agency dedicated to its mission, the volume of training sets it apart from the majority of other State training academies. However, the CHP is certified to and presents the basic curriculum as depicted in the POST Training and Testing Specifications.<sup>6</sup> As a presenter of the Basic Course, the CRT finds that the CHP is capable of and does present the Basic Course in a manner that maintains high quality and adequately prepares cadets to successfully move into the field training program with a foundation upon which to build.

The CRT learned through interviews that the Academy experiences significant "wash-out" rates during the course of training; however, it was pointed out that the "wash-out" rate experienced in the Field Training Program was exceptionally low (approximately 2%). The CRT noted that this fact validates the training program's procedure, methodology, and philosophy.

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<sup>6</sup> The exception to the total TTS presentation is the lack of Carotid Restraint Control Hold Training.



## **SUMMARY OF PROGRAM COMPLIANCE ISSUES**

The Compliance Issues Section of this report is used to identify items that are in direct conflict with either regulation or law. Items identified in this section jeopardize the certification of the Basic Course because of the apparent conflict with Regulation. Naturally, items identified in this section are mentioned in the Recommendations Section, as it is always the recommendation of POST that presenters comply with the regulations and/or law.

The following items represent the non-compliant issues identified by the CRT:

- The CHP Academy does not include the Carotid Restraint Control Hold in its training curriculum. The Carotid Restraint Control Hold is specifically identified in the POST TTS as a learning need within LD #33.



## SUMMARY OF PROGRAM RECOMMENDATIONS

The Recommendations Section of this report is used to identify recommended items that the CRT has identified through the review process. Unlike items identified in the Compliance Issues Section, the recommendations in no way jeopardize the certification of the Basic Course; rather, the recommended items, as they relate to the CHP in this review, are items that would move an “A” program to an “A+” program.

The following items represent the recommendations of the CRT to the CHP Academy:

- Resolve the fact that the Carotid Restraint Control Hold (a required objective) is not taught.
- Consideration teaching the Carotid Restraint Control Hold while retaining the policy of a non use-of-force option.
- Repair the skidpan to prevent water seepage.
- The weight room facility is very small. If the academy intends to use weight training as a method to address resistance and strength training, the facility needs to be larger to facilitate the number of cadets.
- Revise Lifetime Fitness Safety Guidelines section on Staff-To-Student Ratio to state minimum ratios for teaching exercise techniques, supervising initial exercise sessions, supervising high-speed/high force movements, or other circumstances that may require additional instructors.
- Separate the Test Security Agreement and Test Security Guidelines into two distinct documents and distribute as such.  
*Currently the academy's policy on test administration and security is a mixture of the Security Agreement and the information contained in the Test Security Guidelines. The Security Agreement is a stand-alone document that all persons with access to the material must read and sign. The policy is a document that should encompass academy processes these documents should remain separate and should both be supplied to staff.*
- Provide test reviews so cadets know what they got wrong versus right. There are 15 hours of the TTS dedicated to review.
- Revise the Test Item Exclusion Policy to accurately identify the criteria for test item exclusion.
- Continue practice of requiring all role players and evaluators (anyone with physical access to the test material) to sign the Security Agreement Attachment “A.”
- Include relevant training certificates and other training documentation in the instructor files.
- Include a verification of the equivalency evaluation in the instructor's file for each instructor teaching a 1070 topic, in which an equivalency course was used to satisfy the Instructor Course requirement,
- Include a document with each Learning Domain Book that shows signed management approval of all materials (handouts, videos, etc.) identified in the lesson plan.
- Develop a written directive that outlines the entire curriculum development and maintenance process for the Regular Basic Course.
- Include Learning Objectives in the Expanded Course Outline that address the agency specific training such as boxing, wrestling, and others taught in the course.
- Institute a tracking instrument, such as a spreadsheet, to monitor student absences against the Five-Percent absence rule regarding the Basic Course.
- Adjust the Staff Officer to Student ratio to 1:25 from the current 1:36.



## **SUMMARY OF PROGRAM EXEMPLARY ASPECTS**

The Exemplary Aspects section of this report is used to identify those practices and or policies observed throughout the review that are believed to represent best practices used in California police academies. The CRT frequently shares aspects about practices and policies with other academies as a means to enhance the quality of statewide training.

The following items represent the exemplary aspects of the CHP Academy noted by the CRT:

- The apparent commitment and dedication of the current Director and Coordinator.
- Facility improvements since 2007 BCCR.
  - Outdoor surfaced running track and obstacle course.
  - Installation of signage in training areas.
  - Renovation of cadet dormitories.
- Evaluation process in place, which allows for early problem detection.
- Staff coaching and mentoring program.
- Lifetime fitness classroom learning activities.
- Use of adult learning concepts during lecture on nutrition.
- The cadets are evaluated on a monthly basis as well as a final evaluation at the end of the academy
- The 1:1 ratio coupled with the monitoring of the range supervisor during movement range course of fire.
- Learning reinforcement practice of providing immediate feedback to cadets after completing range course of fire.
- The efficient and effective manner in which the staff conducted the scenario session.
- The use of CHP traffic patrol officers to act as role players.
- The active participation of CHP Academy personnel at the Basic Course Consortium.
- The commitment to the academy by CHP Leadership to support the training mission.
- The use of full-time permanent assigned instructors is extremely beneficial to the program.



## CONCLUSION

This concludes the CRT report of the California Highway Patrol Academy. **It is the recommendation of the CRT that POST continues Certification of the CHP Academy to present the Regular Basic Course.** This report is intended to benefit the California Highway Patrol Academy and the local law enforcement community. We trust and believe it will be accepted in the spirit of collaborative and constant pursuit of training improvement of the Regular Basic Course.

The CRT expresses thanks to the many men and women of the CHP who worked to accommodate this review process. POST appreciates the professional manner in which the CHP presents a highly complex course of training and all ongoing efforts to maintain and/or enhance the quality of training presented to entry-level peace officers.

POST Regional Manager Richard Bond and Basic Course Certification Review Manager Gregory Murphy are available to answer questions and provide technical assistance to Academy staff in the implementation and follow up of items identified in the report.

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**CHP ACADEMY  
BASIC COURSE CERTIFICATION  
SELF-ASSESSMENT REPORT**

TO: Commission on Peace Officer Standards and Training

FROM: California Highway Patrol Academy  
3500 Reed Avenue  
West Sacramento, CA 95605

This Academy self-assessment report is submitted for the purpose of assisting in the inspection process for Basic Course Certification.

We believe that this self-assessment report accurately reflects the nature and substance of the California Highway Patrol Academy.

Signed:

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Brent Newman, Captain  
Academy Commander

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Mike Cardoza, Lieutenant  
Tactical Training Program

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Instructional Services Program

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Yvette Norman, Officer  
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## ABSTRACT OF REPORT

The last California Highway Patrol Academy Basic Course Certification Review was conducted in March 2007. Since then, the Department has undergone a departmental reorganization. The Commissioner of the California Highway Patrol (CHP) appointed four Assistant Commissioners and divided assignments to those newly appointed. As a result, the Academy was placed under the purview of Assistant Commissioner Ramona Prieto, Leadership Development and Communications. Commissioner Prieto brings more than 30 years of experience with the CHP to this assignment. On May 1, 2008, she was appointed as the first female Assistant Commissioner in the CHP's 79 year history of the CHP.

In the past two years, the Academy has seen an increase in the size of cadet training classes. On July 21, 2008, the first of four classes of 240 cadets started at the Academy. Through hard work, dedication, and the commitment demonstrated by the Academy staff, the Department graduated the largest classes in the history of the Department. With two cadet classes running concurrently, one class beginning every 14 weeks, approximately 450 cadets were on the Academy premises being trained at any given time. The class size is being gradually reduced, the latest starting with 180.

To address the increase in class size and cadet to instructor ratio, the Academy hired additional personnel in the following units: Staff Office (Recruit Training Office), Physical Training, Emergency Medical Services (EMS), Criminal Law, Emergency Vehicle Operations, Accident Investigation, Training Standards and Development Unit and Academy Services. To facilitate active adult learning and instructor to student interaction, cadet classes of 240 were separated into three companies of 80.

To enhance the cadet learning experience, the Academy completed renovation projects that began in early 2006. Included in this renovation are updated dormitory rooms, study rooms, classrooms, parade grounds, obstacle course and track. Updates included increased classroom size and the installation of three modular classrooms. Dorm rooms received new plumbing, heating, air conditioning, closets, floors, and double pane windows. Dining room tables and chairs, lighting, floors, and sliding doors were replaced or upgraded in the cafeteria. Concrete walkways were installed in some areas and completely replaced in main quad area. The Memorial Quad was also remodeled. In addition, the Academy installed a security kiosk at the front entrance, which is occupied by a CHP officer or contract security officer 24/7.

Enhancements were also implemented to benefit the health and safety of the cadet. A new rubberized track and obstacle course was installed to reduce physical training injuries. The gym floor was resurfaced, and the high speed track widened around two turns. To improve the safety and effectiveness of cadet scenarios, work on the first phase of a scenario village began. This includes a modular building being brought in with the installation of utilities. Roads to the secured area were created and fencing was added for security. To enhance cadet health and safety, the Academy EMS Unit triages all cadet

injuries and reports of illness. This oversight provides immediate treatment of all cadet injuries and ensures efficient diagnosis and follow-up.

Creating a safe learning environment for cadets has always been at the forefront of Academy training. All instructors and scenario role players are required to attend safety training for any course where the potential for a hazardous situation exists. Cadets are trained in all safety procedures prior to engaging in any training exercise. Safety policies are strictly enforced, reviewed, and updated as needed. Safety policies are implemented through active staff participation and are contained in the Cadet Safety Policy Manual, which consists of the safety policies and updates for all learning domains and agency specific courses. The Safety Policy Manual is issued to all cadets and is required to be in their possession at all times. It contains attestations for Firearms, Chemical Agents, and Conductive Energy Weapons training, which are signed, returned, and kept on file with the POST Coordinator.

A challenge the Academy continues to face is cadet attrition. To assist in reducing attrition rates, the Academy actively seeks methods to prepare the cadet for the regimented Academy life. The California Highway Patrol is a remarkable organization often described as a "paramilitary" department, which is true. The goal of the Academy is to produce highly trained officers that will uphold the traditions and dedication to the highest ideals of public service. One method involves the Department's Office of Community Outreach and Recruitment Unit (OCOR). OCOR recognized the increasing interest in reaching out to potential applicants through the internet and created YouTube and Facebook accounts. The use of these internet avenues allow the Department to post CHP pre-Academy training guides and videos available for cadet applicants. The Academy has also created an applicant preparation checklist to include topics of academics, EVOC, physical training and mental preparation to assist with transition to Academy life. The checklist is posted on the departmental website at [www.chp.ca.gov](http://www.chp.ca.gov). These tools provide information to assist the cadet applicant on how to physically, emotionally, and psychologically prepare for integration into the Academy lifestyle. While at the Academy, cadets are mentored by staff officers and senior cadets. The Academy believes that cadet attrition can be minimized and the training atmosphere enhanced by management's active participation with cadets in their training. All staff, including management, play an active role in reducing cadet attrition. Staff are strongly encouraged to participate in motivational activities, such as the Capitol Run at the conclusion of cadet training. This motivational run takes the cadets from the Academy to the California Peace Officers' Memorial, where the Academy commander encourages them to remain faithful to the Department, citizenry of California, and themselves.

Another challenge for the Academy is to provide the cadet with the tools to successfully complete the Field Training and Evaluation Program. To simulate the field training environment, the cadet reporting area of the Staff Office was renovated to replicate a CHP field office. Organization of reports, information bulletins, and documents, are all provided in the Staff Office to adequately prepare the cadet for the field training environment. Prior to graduation, cadets are given a comprehensive field reference guide with laws, policies, and departmental procedures to guide them in their decision making

processes as a new officer. During week 23 cadets are sent to their future assigned Area offices for a structured ride-a-long experience. This program familiarizes the cadets with the Area they will be assigned to upon graduation. Cadets gain a new found perspective on the training they have been provided. Furthermore, the Academy has recently taken on a role in training beyond the cadet's assignment to the Academy. For the cadet's first probationary year as an officer, the Academy will provide supplemental training as deemed necessary by their Area office. In addition, the Academy recognizes the importance of family support and the challenges associated with the transition to a law enforcement career. At the successful completion of the Academy training, family members are invited to attend a Family Support Seminar. The seminar provides information regarding adjustment to life as an officer, weapon safety in the home, field break in, shift work, vacations, pay schedules, Employee Assistance Program (EAP), and other resources that are available for the new officer and their family.

Academy training remains progressive through the implementation of courses that support the mission of the Department. Cadets also participate in a significant community project, during which cadets volunteer their time painting, landscaping, and installing playgrounds. The community project is intended to inspire cadets to be active in public service, both on and off duty, throughout their career.

While the Academy has seen a substantial increase in cadet class sizes since the last Basic Course Certification Review, the mission remains the same: to provide training to members of the California Highway Patrol and allied agency personnel. To support the mission of the Department, which includes providing the highest level of safety, service, and security to the people of California, the Academy strives to maintain the highest in professional training standards. Strain put on the Academy's facility and staff due to large class sizes has been addressed through renovation projects and allocation of additional staff resources. Regardless of class size, maintaining consistency in training is accomplished by Academy Management's firm adherence to departmental policies and POST training standards.

To remain consistent in training standards, the Academy strongly encourages instructor development. Officers have the opportunity to take advantage of training and resources using the Department's Intranet. Resources available on the Intranet include the California Peace Officer's Legal Sourcebook; departmental policies, procedures, and manuals; and access to governmental websites such as the POST and FBI's Learning Portals. All instructors are required to attend the Academy's 40 hour Instructor Training Course. All instructors of POST-Certified specialized training courses are mandated to attend the required specialized instructor course or equivalent. The Academy Director (Commander) and Coordinator have both attended the POST Director/Coordinator Workshop. The Academy's POST Coordinator has the sole responsibility of ensuring POST resumes for all instructors are maintained, updated, and that minimum training standards for the Basic Course are met.

The Academy supports the development of POST curriculum through active participation in POST workbook workshops, test review committees, and consortiums. In addition, the Academy makes every effort to implement active adult learning concepts by creating a learner-centered instructional environment in the classroom.

## RECOMMENDATIONS FROM PREVIOUS REVIEW

As a result of the last Basic Course Certification Review on March 5-6, 2007, the following recommendations were made by the Review Team and the following corrective actions were taken by the Academy:

### **Recommendation (1):**

Spend additional time during class orientation on academic requirements to successfully complete Academy training.

### **Action Taken:**

Beginning June 17, 2007, the Academy implemented an orientation day for incoming cadets. The orientation consists of guest speakers (Academy Commander, Assistant Chiefs, cadet spouses, officers, new officers, and Academy instructors.) Speakers emphasize the importance of the academic requirements to be successful in the academy and answer any questions or concerns that cadets or families may have. In addition, the academic requirements are reviewed during the first week of the Academy when cadet curriculum hours and TMAS pass points are provided.

### **Recommendation (2):**

Instructors should have formalized meetings to review lesson plans and ensure consistency in the curriculum presented.

### **Action Taken:**

The Academy conducts monthly sergeant meetings to review and discuss any new and relevant topics concerning the daily activities of the Academy. The Training Standards and Development Unit sergeant and POST Coordinator are also in attendance to discuss questions concerning lesson plans or changes concerning POST standards.

### **Recommendation (3):**

Copies of instructors' lesson plans should be maintained in a central location.

### **Action Taken:**

Current Instructor lesson plans are maintained in a central location outside of the POST Coordinator's work area in clearly labeled binders. The binders are identified by their appropriate learning domain as well as title. The binders consist of the learning domain, expanded course outline, lesson plan, handouts, and hourly breakdown.

### **Recommendation (4):**

Classroom renovation should continue to be a high priority, as indicated by the five-year plan, to allow for the larger class sizes anticipated in the near future.

**Action Taken:**

Currently the Academy has fourteen lecture classrooms. The rooms vary in size from a single amphitheatre configuration which can seat 160, to smaller conventional classrooms that accommodate 40 to 50 people. Due to increased cadet class size, four new modular rooms were built that accommodate up to 240 people. Each classroom is equipped with adequate light, heat, and air conditioning to provide for the comfort, health, and welfare of the trainee.

**Recommendation (5):**

The POST- recommended RTO/trainee ratio is 1:25. Currently, the ratio is approximately 1:36. Additional RTO positions should be assigned to accommodate current numbers, and increased as student numbers increase. This will allow for better cadet performance evaluation and increase cadets' access to staff for support and assistance.

**Action Taken:**

The Academy currently has ten RTO's and two sergeants. The Current RTO/trainee ratio is 1:33. The CHP Academy differs from others agencies in that our RTO's sole job is to act as counselors, drill instructors, and to enforce policies and procedures.

Our RTO's are not involved in the instruction of academics, lifetime fitness, firearms, or enforcement tactics training of the cadets. In addition, at any given time, cadet supervision is provided by a full time staff of 16 sergeants, 68 officers, and 103 non uniform staff.

**Recommendation (6):**

With projected increases in class sizes, adjustments should be made for additional RTO supervision. Currently one sergeant supervises all RTO's.

**Action Taken:**

Due to the increase in class size an additional sergeant position was obtained for the supervision of RTO's. Although the Academy may see a decrease in class size in the near future, the additional sergeant position will be maintained.

**Recommendation (7):**

Clerical and support personnel should be commensurately increased to accommodate additional Academy staff and cadets.

**Action Taken:**

Due to California's economic crisis and budget constraints, the Academy has not been allocated any extra non-uniform positions. The Academy has been able to supplement this role by using cadets placed on industrial disability leave. Cadets are placed as additional support until they are medically cleared to return to full cadet status. Additionally, the Academy has been granted an overtime budget that is utilized to support the Academy mission.

**Recommendation (8):**

Adjust practice of instructor test review to conform to policy. At present, instructors may remove test material on the condition they do not leave Academy grounds. The policy states that when reviewing exams, the instructors will do so in the presence of an Academy staff member.

**Action Taken:**

The Academy has implemented new Test Security Agreement that conforms to policy. A copy of the policy has been provided for each instructor with a signed agreement being maintained in the POST Coordinator's file.

**Recommendation (9):**

Develop written overall evaluation of staff and the academy program to compliment the informal discussion conducted by the Academy Director and Lieutenant.

**Action Taken:**

An End of Course Evaluation is given to each cadet training class prior to graduation. The evaluations are reviewed and a departmental memorandum is prepared for the Academy Commander to review and take necessary action. These evaluations are used as a tool to improve learning techniques, add additional training where needed, and address any ideas or issues which would lead to a better training and learning environment.

**Recommendation (10):**

By POST Regulation, the Academy Coordinator should be solely assigned to the Basic Course. The current Academy Coordinator (POST Unit Sergeant) is responsible for academy duties as well as re-qualification training, recertification training and the in-service training for 7, 000 officers statewide.

**Action Taken:**

The Academy has obtained an additional officer position in the Training Standards and Development Unit. The Academy POST Coordinator position is occupied by an officer whose sole assignment is to the Basic Course.

**Recommendation (11):**

Adjust instructor/student ratios for Physical Training (the ratio of 1 instructor to 35-70 students appears to be too high, and more instructors were observed by CRT).

**Action Taken:**

Currently the Physical Training Unit has six officers and one sergeant. While the Academy has one instructor that physically instructs the cadets, there is routinely another officer in the gymnasium observing cadet activities. Their responsibility is to observe and assist any cadets they feel are performing the exercises incorrectly. During cadet runs at least one officer is present. At any given time, three to six physical training personnel can be found supervising

physical training. In no instance will there be less than one officer per 35-70 cadets. The Academy continues to use a ratio of 35-70 as a minimum standard.

**Recommendation (12):**

Adjust instructor /student ratio for range for static line shooting to 1 to 10 (A ratio of 1- 5 is listed in Self Assessment Report but CRT observed 1 to 10 in practice).

**Action Taken:**

Since the last Self Assessment Report the instructor/student ratio for range has been adjusted to list 1 to 10 as recommended and as practiced.

**Recommendation (13):**

Install signage on perimeter road access to indicate when track is in use during high speed EVOC training.

**Action Taken:**

Access to the perimeter road has been posted with a signage stating hours of use by the EVOC training. The signage is posted at the entrance to the perimeter road and near the oak trees that surround the high speed track. In addition, the Academy's facility coordinator advises members of the department of any hazardous area or times the track may be in use including when the perimeter road is not accessible. This is done through the Department's inter-office email.

**Recommendation (14):**

Assemble and maintain a file of documentation to support the use of the PPP as an alternative to the POST Work Sample Test Battery.

**Action Taken:**

Although the Academy did not have an alternate PPP on file during the 2007 Basic Course certification Review, the archived file has since been located and available for review.

**Recommendation (15):**

Renovate or replace dirt/cinder running track and landing areas after wall jumps.

**Action Taken:**

Since the last Basic Course Certification Review the Academy has replaced the running track with a new rubberized track and obstacle course. Lights were also installed to illuminate the areas for use during hours of darkness.

## **PROGRAM ADMINISTRATION**

### **BACKGROUND, DEMOGRAPHICS, AND SELF-ASSESSMENT**

#### **A. PROGRAM MANAGEMENT.**

Within the chain of command, the California Highway Patrol Academy is under the guidance of the Assistant Commissioner, Leadership Development and Communications. The primary mission of the Academy is to provide training to California Highway Patrol and allied law enforcement personnel. Secondarily, the Academy tests and evaluates equipment, (e.g., weapons, vehicles, and other police protective equipment) and provides television and graphic arts services. Complex staff projects relative to departmental training issues are frequently undertaken by the Academy staff at the request of the Assistant Commissioner or other executive staff.

Cadets complete approximately 1,280 hours of scheduled training over a 27 week period. The Academy is accredited through American River College (ARC). Cadets may receive 17.5 semester units if they register and pay the appropriate tuition fees to ARC. Cadets eligible to receive military benefits through the G.I. Bill must register with ARC to obtain these benefits.

##### **1. Academy Director.**

The Academy Director is at the rank of Captain. The current Captain was appointed to the position of Academy Commander on January 31, 2008. The Commander oversees a staff of 190 sworn and civilian personnel. The Commander is responsible for a fleet of 150 vehicles, 90 of which are specifically assigned to meet the cadet training mission. The remainder of fleet vehicles is used as support (e.g., emergency response truck, water truck) and staff pool transportation vehicles. The Commander is also responsible for a fleet of 43 motorcycles. The Commander devotes 100% of his time to Academy operations.

The Commander is actively involved in daily operations, and reviews all completed staff work; makes presentations to various civic, allied agency, and departmental groups; represents the Department on a variety of training-related committees; and actively participates in the development and evaluation of new training programs. The Commander is the chairman of the POST Advisory Committee for 2010. He is a member of California Academy Directors Association (CADA), Human Trafficking Telecourse Committee, and founding member of the Vehicle Operations Training Advisory Council (VOTAC).

##### **2. Academy Coordinator**

The Academy Coordinator is at the rank of officer. The current officer was appointed to the position of Academy Coordinator on August 1, 2009. The Academy Coordinator ensures the basic course curriculum, instructors, and facility maintain POST compliance. The Academy

Coordinator is assigned to the Academy full-time and devotes 100% of her time to basic course supervision.

### 3. Staffing.

The Academy is structured into five specific program sections: Instructional Services, Tactical Training, Academy Services, Operations, and Clark Training Center. These programs are supervised by three Lieutenants, a Business Manager II, and a Staff Services Manager II, who all report directly to the Academy Commander. All uniformed staff are assigned to their positions in two-to four- year increments. Permanent staff assigned to the Academy work within one of the four program areas as follows:

#### (a) Instructional Services Program.

The Instructional Services Program is managed by a Lieutenant who is directly accountable to the Academy Commander. The Lieutenant supervises a total of thirty-four personnel, including seven sergeants, twenty-six officers, and one civilian support staff employee. The Lieutenant performs as acting Commander in the absence of the Academy Commander. The Lieutenant has overall responsibility for the Academic Unit, Staff Office, Impaired Driving Unit, and the Emergency Medical Services (EMS) Unit. Additionally, the Lieutenant reviews correspondence, reports, and studies for the Academy Commander and other command level personnel; and represents the Academy at meetings and conferences, including quarterly POST Consortiums. The Lieutenant devotes 100% percent of his time to Academy operations.

##### (1) Academic Unit.

This unit is staffed by nine officers and four sergeants. The unit's primary responsibility is to provide instruction to cadets in the areas of Accident Investigation, Hazardous Materials, Criminal Law, Spanish Language, Cultural Diversity, Traffic Enforcement, Information Systems, Gang Awareness, Persons with Disabilities, Community Relations, Ethics, and Report Writing during the regular basic course Academy. In addition to classroom instruction, this unit prepares legal bulletins, maintains the law library, prepares legislative bill analysis, and maintains lesson plans and training handouts.

##### (2) Staff Office.

This unit is staffed by ten officers and two sergeants, whose primary responsibility is to supervise and counsel cadets. Cadets are divided into squads and assigned a staff officer on their first day of training. From that point until graduation, the staff officer counsels,

mentors and disciplines cadets. Staff officers conduct uniform and dormitory inspections, document observed violations of Academy rules, prepare monthly and end-of-cycle performance appraisals and prepare resignation and termination documentation. The Staff Office prepares the standard operating procedure (SOP) manuals pertaining to cadet training and daily Staff Office operations. This unit is equipped with fourteen computers linked to the Academy's local area network (LAN) system that assists staff officers in performing their assigned duties.

(3) Impaired Driving Unit.

This unit is staffed by four officers and one sergeant, and is responsible for the instruction of the Driving Under the Influence course curriculum at the Academy level. This unit provides training on Drug Recognition Evaluation, Standardized Field Sobriety Tests Instructor Training, and Advanced Drug Training to CHP and allied agencies, on a statewide basis.

(4) Emergency Medical Services (EMS) Unit.

This unit is staffed by three officers, a Physician Coordinator, and one sergeant. Staff provides Emergency Medical Responder (EMR) training and CPR / First Aid (LD 34) instruction to all cadets. Additionally, this unit provides initial and refresher Emergency Medical Technician (EMT) training for officers and allied agencies. This unit coordinates, contracts for civilian instructors, and oversees the EMT Program pursuant to Title 22, California Code of Regulations. Training in this curriculum requires practical demonstration of skills as well as written examinations to demonstrate subject mastery.

(b) Tactical Training Program.

The Tactical Training Program is managed by a Lieutenant who is directly accountable to the Academy Commander. The Lieutenant supervises a total of fifty-one personnel, including six sergeants, thirty-five officers, and ten civilian support staff employees. The Lieutenant performs as acting Commander in the absence of the Academy Commander. The Lieutenant has overall responsibility for the training in the areas of Weapons, Enforcement Tactics, Physical Training, and Emergency Vehicle Operations in the basic course curriculum. In addition, the Lieutenant manages in-service and allied agency training which includes driver, weapons, and motorcycle training. The Lieutenant devotes 100% of his time to Academy operations.

(1) Weapons Unit.

This unit is staffed by six officers, four gunsmiths, one property controller, and one sergeant. Staff provides over 105 hours of weapons training to all cadets that include the use of three weapon systems: pistol, shotgun and tactical rifle. The Weapons Unit also provides advanced weapons training to departmental weapons training officers. This unit serves as the statewide clearinghouse for weapons confiscated by members of the Department, and is responsible for weapons destruction on the facility grounds.

(2) Enforcement Tactics Unit.

This unit is staffed by five officers and one sergeant. Staff provides over 100 hours of enforcement tactics and scenario instruction to all cadets. This unit provides scenario training that involves vehicle stops, and utilizes Academy staff as instructors and role players.

(3) Lifetime Fitness Unit.

This unit is staffed by six officers and one sergeant. Staff provides over 108 hours of training in Lifetime Fitness, Handling Disputes/Crowd Control, Arrest and Control/Baton, and Tactical Riot Training. This unit provides Physical Methods of Arrest and Officer Safety Training to instructors statewide.

(4) Emergency Vehicle Operations Course Unit.

This unit is staffed by ten officers, three automobile mechanics, and one sergeant. Staff provide over 28 hours of initial and remedial training in high speed, defensive driving, skid pan and skid recovery, anti-lock braking systems, pursuit intervention technique, commentary, and Code-3 driving. This unit provides driver training to CHP officers and allied agencies.

(5) Motorcycle Training Unit.

This unit consists of three officers, two motorcycle mechanics, and one sergeant. Staff provides initial and refresher training to CHP officers and allied agencies.

(6) Advanced Officer Safety Training Unit (AOST).

This unit consists of five officers and one sergeant. This unit is assigned primarily for officer in-service training. The primary focus of the AOST unit is to reduce the incidents of officer-involved injury or death by instilling, enhancing, and reinforcing instinctive officer survival skills. This is accomplished by providing hands on training in advanced officer safety techniques, and by exposing officers to realistic scenario training utilizing Simunitions. The AOST Unit assists other units with scenario training.

(c) Academy Services Program.

The Academy Services Program consists of five units and is managed by a Staff Services Manager II, who is directly accountable to the Academy Commander. The Program Manager supervises a total of thirty two employees, and has overall responsibility for administrative, clerical, graphics, television/video production, and the Training Standards and Development Unit.

(1) Administrative Services Unit.

This unit is staffed by two officers, one staff services analyst, one associate information systems analyst, and one sergeant. The unit is responsible for the administration of several programs including departmental uniforms and related departmental publications, flags/certificates for peace officers killed, CHP Museum curator, computer and technical equipment support and inventory, and the Academy's LAN. Unit staff also plan and coordinate the use of Academy facilities as well as special events and tours.

(2) Training Standards and Development Unit

This unit is staffed by three officers, one staff services analyst, and one sergeant. The unit is primarily responsible for coordinating the Academy Regular Basic Course and the statewide Field Training and Evaluation Program ensuring all Academy curriculum and instructors meet POST standards. This unit is responsible for the maintenance of the Test Management and Assessment System (TMAS) including the scoring of examinations. This unit coordinates the Decentralized, Standardized, Quarterly, Training program for all uniformed personnel statewide. Additional programs managed by this unit include the Educational Incentive Pay Program, POST Professional Certificate Program, Academy

Veteran's Benefit Program, seven week Requalification Training Course, and the two week Refresher Training Course.

(3) Graphic Services Unit.

This unit is staffed by two Graphic Designer III's, two Senior Photographers, and one Graphic Services Supervisor. The unit provides graphic design and photographic services including the creation and preparation of illustrative materials and photographs for publications, reports, exhibits, displays, and statewide public information projects. The unit also provides design support for the CHP Museum.

(4) Television Production Unit.

This unit is staffed by two Television Specialists, one Television Assistant, one Office Technician, one Instructional System Engineer, and one Television Director. The unit provides audio and video production services including scripting, editing, and development of training tapes and information programs for use statewide. Additionally, the unit provides a video program duplication/distribution service as well as the purchase and loan of video programs through the video library to departmental commands and allied agencies.

(5) Clerical Unit.

This unit is staffed by four Office Technicians, two Word Processing Technicians, three Office Assistants, and one Office Services Supervisor II. The unit provides clerical support for all staff assigned to the Academy. Clerical tasks relating to the cadet training program for which the unit is responsible include storage of course outlines and critiques, processing of attendance reports and payroll records, Academy cadet graduation preparation, and personnel and cadet historical file maintenance.

(d) Operations Program.

The Academy Operations Program is comprised of six units, and is managed by a Business Manager II, who is directly accountable to the Academy Commander. The Business Manager II supervises a total of sixty-six employees, and has overall responsibility for Custodial services, Food services, Grounds, Maintenance, Plant Operations, and Supply Services.

(1) Custodial Services Unit.

This unit is staffed by nine custodians, one Custodial Supervisor I, and one custodial Supervisor II. There are two shifts for maximum maintenance performance during business and non business hours. Unit responsibilities include general maintenance within facility buildings.

(2) Food Services Unit.

This unit is staffed by thirty employees who work two separate daily shifts. Responsibilities include food production for approximately 22,000 meals per month, maintenance of dining room facilities, and acquisition of food supplies. Food Services also maintain and operate a mobile kitchen facility for remote use.

(3) Plant Operations Unit.

This unit is staffed by twenty-three employees and includes the Grounds Unit, Maintenance Unit, and Supply Services Unit. The primary responsibilities of these units include building and ground maintenance of 457 acres, the Academy training facility, Motor Transport and Supply Services buildings.

**B. POST CONSORTIUM MEETINGS.**

The Academy staff is active in POST Consortium meetings. Typically, the Academy is represented by the Academy Commander, no less than one Program Manager, and the POST Coordinator at each consortium.

**C. SUPPORT/CLERICAL STAFF.**

The majority of instructional staff is assigned on a full-time basis, with instructional support from subject matter experts assigned to other departmental operations. The cadet training program has two primary clerical employees assigned to cadet record maintenance. These employees are familiar with POST administrative duties and Academy Standard Operating Procedures relating to cadet training. With the transfer of previous cadet secretaries to other positions within the Unit, the Academy has one additional employee cross-trained in various aspects of tasks to be performed.

## **D. MAINTENANCE OF REQUIRED RECORDS.**

### **1. Lesson Plans/Instructor Resumes/Test-Use Security Agreements.**

Lesson plans are maintained and updated by the individual instructors. The POST Coordinator maintains a master file and reviews all POST learning domain and agency specific courses. Curriculum is reviewed and updated semi-annually and follows the expanded course outline format. Current instructor resumes and test-use security agreements are on file and secured in the Training Standards and Development Unit.

### **2. Examinations.**

A "class book" is maintained for each class and contains a roster of personnel and the scores achieved in each learning domain. These "class books" are secured in locked cabinets located in the clerical office and retained indefinitely.

Examinations are printed out by the TMAS Staff Services Analyst (SSA), numbered, and filed in a locked filing cabinet prior to use. Access to the filing cabinet is given to the instructors by the SSA. The instructor verifies the exam contents and ensures the questions are accurate and covered during the course prior to administration. At the conclusion of the exam, the exams and Scantron forms are accounted for by the instructor and given back to the SSA. At no time are exams permitted to leave the Academy premises. The SSA immediately secures all copies of the exams and transports them to the Supply Unit for confidential destruction via a State contracted destruction agency.

### **3. Handout Materials.**

All cadets are provided with the Cadet Training Standard Operating Procedure, a schedule of classes, and all departmental manuals necessary for successful completion of the training program. Cadets are provided with appropriate class related handouts by the Academy instructor during the course of training.

### **4. Student Attendance Records.**

Cadets reside on the Academy grounds and are granted liberty on Wednesday nights and weekends. Attendance at scheduled classes is mandatory and attendance is reported in compliance with State regulations that address employee work hours.

### **5. Instructor Evaluations.**

Instructors are evaluated and critiqued by all cadets at the conclusion of each learning domain course. The evaluations are reviewed by the Academy Commander and

appropriate Program Manager. Identified deficiencies in instruction or course content are discussed with the course instructor and appropriate revisions are made.

6. Regulations/Procedures Manual.

A copy of the Cadet Training Standard Operating Procedure is provided to each cadet on the first day of training. To ensure that all trainees are aware of the contents of the Standard Operating Procedures publication, a written examination is administered in the second week of training and a minimum passing score of 80% is required.

7. Course/Files.

As indicated in Section D(2), course rosters, grade sheets, and hourly distribution of subjects are retained in the "class book" (cadet historical file) which is maintained indefinitely.

8. Student Workbooks.

Cadets are provided their own copies of all learning domain POST workbooks. Workbooks are provided via the departmental printing facility to the Academy and are of high reproductive quality.

9. Instructor Guides.

Each unit within the Academy is given a POST Instructor's Guide to Learning Activities by the POST Coordinator. Instructors are encouraged to use the guide as a tool to facilitate active learning. In addition, all instructors are required to maintain and update the expanded course outlines and lesson plans for their assigned courses.

10. Training Specifications.

All instructors are required to ensure their learning domain course curriculum meet the minimum training specifications required by POST. Instructors and supervisors periodically check the online POST Basic Course website for updated training and testing specifications. In addition, the POST Coordinator ensures updated learning domain workbooks are provided to the instructors for curriculum updating. Semi-annually the POST Coordinator audits all learning domain curriculum ensuring it meets POST minimum training specifications. All unit supervisors must provide updated expanded course outlines that reflect the minimum training specifications. A master binder is maintained in the Training Standards and Development Unit with all current expanded course outlines and training specifications

11. Basic Course Management Guide.

The Academy Director, Program Managers, and Academy Coordinator ensure the Academy strictly adheres to the guidelines set forth in the Basic Course Management Guide. The Academy POST Unit maintains a copy of this guide and it is provided for staff as a tool for guidance and reference.

12. Regulations/Procedures Manual.

The Academy ensures all instructors and supervisors are aware of POST regulations and procedures. Upon hire at the Academy, all instructors are told and given access to the online location of the POST Administrative Manual and Regulations. All instructors are given a copy of and required to sign the POST Test-Use Security Agreement. The POST Coordinator ensures all instructors maintain compliance with all POST regulations on a continual basis. This is accomplished through a routine system of audits by the POST Coordinator.

13. Electronic Data Interchange (EDI).

The POST Coordinator ensures all EDI users are aware of POST regulations and procedures. The POST Coordinator uses the EDI system on a regular basis to add, update or delete instructor resumes. Using the Academy Instructor Certificate Program (AICP) tab, the POST Coordinator has maintained a 100% certification of all instructor refresher training. The POST Coordinator sends all course announcements, course rosters, and course outlines/hourly distributions. Course announcements are submitted 30 days prior to the course offering and rosters are completed and submitted to POST within 10 days of course completion.

**E. PROGRAM EVALUATION.**

The POST Midterm is administered during the fourteenth week of each Academy class. The Academy has established 80% as a passing score on the Midterm. Cadets who do not achieve a score of 80% receive a liberty night restriction, and are provided remedial instruction and retested.

The POST Final is administered during the twenty-fifth week of each Academy class. The Academy has established 80% as a passing score on the Final. Cadets who do not achieve a score of 80% receive a liberty night restriction, and are provided remedial instruction and retested.

1. Proficiency Test Scores – Statewide Comparison.

The CHP Academy ranks twelve in the State among other academies in a summary of learning domain proficiency scores.

2. Course Evaluation Instrument Results – Last Three Presentations.

Cadet course evaluations over the last three presentations reveal many commonalities. Cadets often request more time for course completion. In any given course, whether a learning domain or agency specific course, cadets desire additional training and often comment, “Not enough time...” Evaluations reveal a desire for more scenario based training as it brings dry classroom work to life. On a one to five scale, most evaluations show a “four” to “five” (above average – excellent) when it comes to instructor competence, instructor professionalism, use of activity based learning, overall rating of course material, and providing measurable course objectives.

3. Student Evaluation of Program.

Cadets are surveyed as a group at the end of their training by the Captain and Program Managers. Most cadets voice that the training curriculum and the instructors that provide the training are excellent. As stated in E(3) above, cadets only wish they had more time to train for the vast duties required of an officer. The appreciation for scenario based training and the Simmunition training cannot be overstated. Activity-based training is most appreciated by the cadets.

Cadets often comment on maintaining the rigorous training schedule and the necessity to maintain good time management skills. While some appreciate that the Academy is “live-in,” others state that it takes a toll on family life. Notwithstanding, most report the Academy experience is highly rewarding and life-changing. Cadets share that the Academy has prepared them well to confidently enter the Field Training Program.

**F. COURSE PRESENTATION.**

1. Sufficiency in Number of Presentations.

The California Highway Patrol Academy only trains California Highway Patrol Officers in the regular basic course. The number of basic course presentations is directly tied to attrition in the uniformed ranks and budgetary restrictions. Currently, the Academy is training 180 cadets per cadet training class. Junior and senior classes run concurrently and a new class starts approximately every 14 weeks.

2. Training Manager Input.

Informal feedback from field office commanders, field training officers, and field supervisors indicate they are generally pleased with the new officers. Training managers maintain constant communication with field training officers and background investigators to ensure any training deficiencies are identified and addressed.

3. Agency Head Input.

The Commissioner of the California Highway Patrol is proactive in forecasting future training needs. Feedback is provided directly to the Academy Commander by the Commissioner and appropriate Assistant Commissioner. The executive management staff supports the Academy in the preparation of cadets for a stressful and physical career. The Commissioner meets with each cadet class to emphasize public service, safety, and to maintain high standards and professionalism.

**G. STAFF TRAINING.**

1. Academy Director Training Course.

The Academy Commander, Instructional Services Program Manager, and Academy POST Coordinator have all attended the POST Director Course. The Tactical Training Program Manager and Academy Services Program Manager are scheduled to attend the April 2010 POST Director Course workshop.

2. Academy Coordinator Training Course.

The Academy's POST Coordinator and TMAS Staff Services Analyst have attended the POST Academy Coordinator Course.

3. Academy Recruit Training Officer Course.

All Staff Officers are required to attend a POST certified Recruit Training Officer (RTO) course. Staff Officers attend the RTO Course upon course availability. Due to recent employee over turn and limited course availability, a majority of staff officers have not attended RTO School and are awaiting the next course. At this time, three of ten officers have attended the RTO course. Three Staff Officers plus the Sergeant are scheduled to attend the next course in March 2010.

4. Scenario Management/Evaluators Workshop.

Two units, Criminal Law and Enforcement Tactics, have instructional responsibilities that include scenario training. Sergeants from both units have attended the Scenario Managers Training Course. In addition, all evaluators and role players are required to attend the POST Certified Scenario Evaluator Training Course prior to participation in scenarios. A file containing a list of approved evaluators and role players is maintained within the Training Standards and Development Unit.

5. Curriculum/Instructor Update Workshop.

Update workshop notices are routed directly to the Learning Domain instructor. The Academy actively participates in POST workbook revision workshops and attendance is made mandatory by Academy Management. Course instructors who are the subject matter experts attend the workshops as scheduled by POST. The Academy makes every effort to assist POST in the development of Learning Domain media and curriculum for both the basic course and field related curriculum statewide. Attendance for the 2010 Workbook Workshops for Learning Domains 3, 13, 21, and 23 have been sent to POST.

6. Test Item Writing Workshops.

The CHP Academy recognizes the importance of participating in test item writing workshops and has assigned an officer from the Administrative Services Unit to attend when requested by POST.

7. Instructor Training Course.

The CHP Academy facilitates instructor training courses as needed. The 40-hour course consists of lesson plan development, lesson preparation, and adult learning theory and techniques. The CHP Academy is hosting an Academy Instructor Certification Course (AICC) in April 2010. POST certified Instructional Skills Coordinator, Todd Dischinger, from the Instructor Development Institute will present the Basic Level 1 course. Additional subject matter training is provided by attendance at seminars and training workshops specific to the instructor's area of expertise (e.g., legislative updates, California Narcotics Officers seminars, CSTI instructional courses, and courses provided by the State Training Center.) The instructor's training records are maintained as part of his/her personnel file.

8. Specialized Training Instructor Requirements.

All instructors currently assigned to instruct designated specialized courses are in compliance with the Specialized Training Instructor mandate. Some instructors were grandfathered in prior to July 1, 2002, or had attended equivalent training. All instructors attend either an allied agency POST certified instructor training course or a CHP instructor training course that meets the minimum equivalency requirements. The Academy POST Coordinator ensures all Academy Units maintain specialized training requirements. Documentation supporting specialized training is maintained in the instructor's POST resume file within the Training Standards and Development Unit.

## **H. COLLEGE AFFILIATION – AMERICAN RIVER COLLEGE.**

### **1. Credits.**

Cadets who are interested in obtaining college credits are eligible for 17.5 semester units upon successful completion of the CHP Basic Course Academy. Cadets must pay \$455.00 for the 17.5 units upon graduation from the Academy.

### **2. Veterans Benefits.**

Cadets who qualify for G.I. Bill benefits from prior military service may obtain these benefits by registering with American River College. The Academy Training Standards and Development Unit facilitates the completion of Veteran benefits paperwork for cadets.

## **COURSE QUALITY AND DELIVERY**

### **A. COMPLIANCE WITH PERFORMANCE OBJECTIVES.**

During each Academy session, 664 hours of instruction are devoted to learning domain instruction, exercise testing, physical abilities testing and instructional activities. An additional 616 hours are dedicated to “agency specific” training.

Trainees are provided with POST and “agency specific” performance objectives at the beginning of each Academy class. Instructor lesson plans clearly identify learning objectives and serve as checklists to ensure that all objectives have been met prior to the conclusion of the course instruction, and all practical and/or written tests have been administered.

### **B. SUPPORT STAFF.**

#### **1. Ratio of Training Officer to Trainees.**

Two sergeants and ten officers are assigned to the Academy Staff Office (Recruit Training Officers). On average, individual cadet class sizes are compromised of 180 cadets. With two cadet classes running concurrently (360 cadets), the recruit training officer to cadet ratio is 1:36. The sergeants have not been included in this calculation as their primary responsibility is supervisory oversight.

#### **2. Supervision.**

Staff officers provide direct supervision for the cadets during the entire Academy training program. Supervision is provided 24 hours a day, seven days a week, as a staff officer is always on duty. Serious infractions of Academy rules, violations or problem cadets, are reviewed by the Staff Office Sergeants. In complex situations, or instances that could result in rejection, the Program Manager is notified and, in turn, informs the Academy Commander.

#### **3. Counseling.**

##### **(a) Academic.**

Instructors are responsible for providing academic counseling to cadets. Cadets who encounter academic difficulties are encouraged to arrange appointments with instructors for additional training.

When a cadet fails a test, s/he is notified by the course instructor, who reviews the course curriculum to correct deficiencies. A remedial examination is then scheduled. Failure of a POST remedial examination results in failure of the regular basic course. A failure of an agency specific remedial examination may result in failure of the regular basic course.

(b) Psychological.

Cadets may obtain counseling services through the State contracted Employee Assistance Program (EAP). The EAP provides counseling on a wide variety of problems, including: emotional, personal and stress concerns, legal problems, financial and credit problems, marital and family issues, and referral to appropriate agencies for issues not addressed in the program. The service may be accessed through an 800 telephone number on a 24/7 basis. Counseling is provided at no cost to the cadets.

(c) Emotional.

Assistance in this area is provided for under the counseling services described in Section B (3)(b).

(d) Behavioral.

Staff Officers and instructors provide behavior counseling to the cadets as needed. Documentation of behavioral problems are maintained on monthly appraisal forms in the Staff Office. These forms are used in the final training appraisal so that behavioral trends can be identified and addressed by Field Training Officers and supervisors where the new officer will be assigned. Academy and departmental rules and regulations are strictly enforced.

## **C. STUDENT EVALUATION.**

### **1. Evaluation by Staff.**

Cadets are evaluated on a monthly basis. All positive and negative performance comments are recorded on the Cadet Evaluation Summary. Cadets review the comments on a monthly basis and sign the document in acknowledgment of the content. The Cadet is also provided an opportunity to respond in writing to any adverse comments. This response becomes part of the evaluation document. The evaluation summary is prepared by the staff officer and addresses the following areas of performance:

Departmental Policies and Procedures/Academy Policies.

Procedures and Regulations.

Academic Performance.

Professional Demeanor/Appearance/Grooming.

Verbal Communications/Interpersonal Skills.

Written Communications/Reports/Investigations.

Operation of Departmental Vehicles and Equipment.

Enforcement Tactics.

Physical Training/Physical Methods of Arrest/Officer Safety Training.

Weapons Training.

Staff Officers maintain a file on each cadet. The monthly evaluation comments serve as the basis for the final performance appraisal that is forwarded to the Area of assignment on completion of cadet training.

2. Cadet Evaluation of Support Staff and Academy Program.

Each cadet is provided the opportunity to address the performance of the Academy staff, curriculum, and the Academy as a whole, at the conclusion of training. The evaluation is done in an open forum with the Academy Commander and Program Managers.

3. Cadet Evaluation of Instructors.

At the conclusion of each learning domain and agency specific course, cadets complete a written instructor evaluation. The evaluations are reviewed by the Academy Commander, appropriate Program Manager and immediate supervisor. This process provides an ongoing evaluation of the instruction, instructor and course material.

4. Instructor Evaluation.

Evaluation of each instructor is completed on a monthly basis by his/her immediate supervisor via a written performance appraisal. Academy

Management requires supervisors to continuously monitor subordinate instructors for quality of instruction. The evaluation provides supervisors the opportunity to directly view and document the performance of his/her employee, and take any appropriate action (guidance, assistance, etc.) Supervisors in turn provide written performance appraisals to the appropriate program managers for approval.

#### **D. INSTRUCTOR QUALITY.**

##### **1. Hiring Instructors.**

Academy instructors are full-time sworn and civilian employees. Assignment to the Academy is the result of statewide advertisement for employees with desirable qualifications within existing departmental personnel resources. The selection process includes resume review, panel interview, classroom presentation, and written exercises. The sworn employees are placed on temporary status for 30 days to ensure s/he possess qualifications expected of an Academy staff instructor/member. This process provides for a large pool of applicants from which the best-qualified are selected. Once the decision is final, the individual selected generally remains in their position for a maximum of four years.

##### **2. Instructor Training and Certification.**

Upon reporting to the Academy, or within the first six months of assignment, the instructor is required to attend the POST required Academy Instructor Certification Course (AICC). Instructors are encouraged to actively participate in departmental and allied agency educational courses to enhance their instructor skills. As required by POST, Academy instructors are required to recertify in the Academy Instructor Certificate Program (AICP) via the Competency Verification checklist every three years. Copies of competency verification checklists are kept in the instructors' POST training file.

#### **E. COURSE REMEDIATION SYSTEM.**

At the start of an Academy, all cadets receive a copy of the Cadet Training Standard Operating Procedure. The manual is explained in detail to the cadets and an examination is administered to ensure an appropriate understanding of the Academy rules, regulations, and procedures. The remediation procedure is contained within this document.

**F. STUDENT TRACKING SYSTEM.**

The California Highway Patrol Academy uses TMAS to track student exam results. POST minimum success criteria on each examination are fully discussed with the trainee at the commencement of each phase of training.

**G. TEST SECURITY.**

1. The TMAS computer is located in the Administrative Building, which is secured during non-business hours. Access during business hours is restricted to authorized personnel.
2. Test booklets are maintained for agency specific examinations in a locked file cabinet in a secured test storage room. The test storage room is secured during non-business hours and access during business hours is restricted to authorized personnel with a specific security code. The test storage room is located in the Administrative Building. POST examinations are downloaded from POST via TMAS, then duplicated and numbered. The test booklets are shredded after administration of the examination by a State contracted destruction service.
3. A POST Test Use Security Agreement is on file with POST. All sworn Academy personnel and any civilian employees with access to any POST examinations are required to read and sign a POST Test Use Security Agreement. The POST Coordinator maintains a file on all signed security agreements.
4. All cadets are required to sign the POST Student Testing Contract at the beginning of training. This contract clearly defines "cheating" and holds them accountable to the Academy and POST Test Use Security Agreement. The security agreement is placed in their cadet file and secured in a locked file in the Administration Building.

## **FACILITIES AND EQUIPMENT**

### **A. BUILDING AND SPACE.**

The California Highway Patrol Academy is an agency training center that provides specific and general law enforcement instruction for new employees and in-service personnel.

The training facility is located on 457 acres at 3500 Reed Avenue, West Sacramento, California, 95605. There are 201,616 square feet of building space. The facility consists of an administrative building, a classroom complex, a cafeteria and dining facility, gymnasium and recreation facility, a school bus driver training facility, a communications operator training facility, a K-9 training facility and dormitory facilities to house trainees. The training facility provides a performance and defensive driving network, and a skid pan and recovery area. Range facilities include 30-position indoor and outdoor ranges with remote controlled target displays, and a multi-purpose range.

Cadet training is the first priority for facility use; however, dependent upon space availability, other course presentations are made in vacant classroom space.

#### **1. Office Space.**

The administrative staff and academic instructional cadre have office space in the Administration Building. The Emergency Medical Services Unit is located in a separate office space within the classroom complex. The Weapons Unit has office space within the range building at the range facility, and an adjacent modular, which is shared with Enforcement Tactics Unit. The Advanced Officer Safety Training Unit has office space within a modular unit behind the Emergency Vehicle Operations Unit. The Physical Training Unit has office space in an upstairs area located in the gymnasium. The Emergency Vehicle Operations Unit and Motorcycle Training Unit share office space near the location of respective training. Staff Office space is contained in an area designated for that purpose within the recreational facility complex.

Each staff member has a lockable desk and each position is provided with a computer that has departmental LAN access.

Conference rooms, managers' offices, and the Staff Office Sergeant's office are utilized for trainee counseling when the need arises.

2. Office Equipment and Storage.

Three copiers are available for instructional program needs. Documents that are reproduced in large quantities are generally completed by the Department's Reproduction Unit.

The clerical staff is well equipped to support the Regular Basic Academy and In-service classes. Each clerical support work station has a PC which is networked with the Department's LAN and to a common printer.

Multiple telephone lines, voice mail, intercom, long distance capabilities, and fax capabilities complete the equipment list.

3. Restroom Facilities.

Restrooms are available and readily accessible for male and female trainees, staff, and visitors, in all of the building complexes. All restrooms in common areas are handicap accessible. Cadets also have access to restroom and shower facilities associated with the dormitory rooms.

4. Classrooms.

There are fourteen lecture classrooms. The rooms vary in size from a single amphitheater configuration which can seat 160, to smaller conventional classrooms that accommodate 40-50 people, and four modular rooms that accommodate up to 240 people. Each classroom is equipped with light, heat, and air conditioning to provide for the comfort, and health and welfare of the trainee. Seating is adequate for the maximum number of trainees per classroom.

One classroom has been designated as a computer lab. The lab is equipped with 24 workstations, including one instructor station.

5. Instructional Aids.

Each classroom is furnished with the following audio-visual equipment:

- Video monitor
- DVD/CD players
- Document cameras
- White boards
- Projection Screens
- Microphones
- Computer for Power point presentation
- Remote video feed.

6. Library and Media Center.

The Academy maintains a legal library with relevant California Codes, California Reporter, "*The Supreme Court Reporter*", and other resources for research of California law. This library is located within the Administration Building. Study areas are available in each dormitory room. Study groups and study halls are conducted in the classrooms and the day-rooms that are centrally located in both dormitory complexes.

**B. MOTOR SKILLS TRAINING FACILITIES.**

1. Firearms Training.

The firearms training facility is located on the Academy grounds, which consist of three separate ranges. The "indoor" and "outdoor" ranges offer 30 shooting positions. Targets on the two stationary ranges are controlled from a central control booth, and provide the capability for substantial flexibility in target presentation. The "indoor" range provides partial cover at the 25-yard line during shoots in inclement weather. A "multi-purpose" range is designed to accommodate the combat/alternate course where cadets train, practice and qualify in multiple adversary, run and shoot, combat reloading, and ammunition conservation for tactical advantage situations. The multi-purpose range is also used during shotgun and tactical rifle training. The range facility is restricted by an eight foot chain link fence and key controlled gate, which is locked during non business hours.

2. Driver Training.

The driver training facility is within Academy grounds and offers a performance driving track, defensive driving network, and skid pan and recovery training area. Access is restricted by two roadways clearly marked as "restricted areas." During non-training hours, the access road is gated and padlocked to preclude unauthorized entry. Signage has been posted to advise staff and guests when the perimeter road is in use due to driver training.

3. Defensive Tactics.

Defensive tactics training is conducted in the gymnasium facility. Exercise mats are placed to cushion falls and impact during "take-down" procedures. The gymnasium accommodates a large number of cadets with adequate space to provide safe distances between cadets during baton drills and similar training.

4. Scenario Training/Testing.

During scenario training and testing, the entire Academy grounds are utilized for various scenarios. The Emergency Vehicle Operations Course (EVOC) facilities are used for vehicle-related scenarios. The Academy student dormitories, classrooms, kitchen loading dock, etc. are used to conduct scenario training to simulate call locations. The isolation and security of the Academy grounds precludes general access. Realistic scenarios are not conducted within the public view which prevents potential inquiries from concerned citizens to allied agencies.

5. Chemical Agents Training.

Chemical agents training (tear gas and oleoresin capsicum) is conducted in an open area on the Academy grounds. The specific location is determined by facility occupancy and prevailing weather conditions. Access is controlled by the facility perimeter fence and the access gates to the EVOC facility.

**C. EQUIPMENT STORAGE/SECURITY/MAINTENANCE.**

1. Weapons.

Weapons are issued to cadets in the eleventh or twelfth week of training, dependent upon the weapons training schedule. Weapons are worn on duty belts at all times when the cadets are in uniform. When not in uniform or in training, weapons are secured in locked closets in the cadets' assigned dormitory rooms. Cadets are prohibited from possessing live ammunition, or ammunition casings, at any time other than on the range firing line. Cadets are issued a "cadet round" (primed casing in the chamber), and three "dummy rounds" carried in a red bottom magazine.

All other weapons (confiscated weapons, training aids, etc.), and ammunition, are segregated and stored in the range vault with key pad and alarm system protection.

2. Vehicles.

Ninety vehicles are assigned to accomplish the cadet training mission. The fleet includes "run-out" patrol vehicles used for emergency vehicle operations training in general. Minor repairs on these vehicles are made by the staff mechanics, and major repairs are accomplished through automobile dealerships. The "run-out" vehicles in need of repair are scrutinized to determine whether it is salvageable prior to any repairs being undertaken. The vehicles are rotated out of inventory and replaced on an annual basis, as needed. Fleet maintenance records are maintained by the lead mechanic.

3. Defensive Tactics.

Equipment used in defensive tactics training is maintained in a locked storage room in the gymnasium. Props and related equipment used in searching, handcuffing, and weapons take-aways are stored in the same location.

4. Scenario Equipment.

Equipment used in scenario training and testing are stored in locked cabinets located in the Enforcement Tactics unit.

5. Chemical Agents.

Chemical agents are stored in a metal storage building at the range facility. Security is provided by the range security fence and the storage building is appropriately alarmed.

6. Supplemental Equipment.

Other equipment such as general duty helmets, soft body armor, batons, and flashlights are issued to the cadets. The items are stored in the individual cadet dormitory rooms when not in use. Academy Supply Unit, Purchasing, and Supply Services work jointly to ensure that all officer safety equipment is available to the trainees and issued prior to graduation.

## PSYCHOMOTOR SKILLS TRAINING

### GENERAL SAFETY GUIDELINES

#### 1. GENERAL.

a. All POST-certified psychomotor skills training shall be conducted at the CHP Academy in areas specifically designed for such training. This will ensure a controlled environment where the occurrence of injury to trainees is minimized. The efforts of all personnel involved in training shall be directed toward ensuring a safe atmosphere within which maximum training benefit can be realized.

#### 2. PROCEDURES.

a. All instructors and trainees shall adhere strictly to this policy as well as other applicable Academy policies and procedures for training conducted in the following areas: gymnasium, underwater safety tank, obstacle course, motorcycle training areas, skid pan, emergency vehicle operations course, high speed track, four-lane, defensive driving network, and range areas.

b. Lead course instructors shall incorporate specific safety rules into lesson plans. Copies of safety rules have been incorporated into a safety manual, which includes three attestations. The attestations are for Chemical Agents, Firearms, and Electronic Weapons. The Safety Manual shall be distributed to students during their first week of reporting to the Academy. In addition, whenever possible, instructors shall verbally review safety instructions with trainees prior to any psychomotor skills training.

c. All injuries to CHP trainees shall be documented on forms CHP 121, Employers Report of Occupational Injury Illness, and CHP 121A, Supervisory Review of Occupational Injury, in accordance with HPM 10.6, Occupational Safety Manual.

(1) Instructors shall be alert to conditions which may require immediate medical evaluation; i.e., loss of consciousness during a training event. In the event of a medical emergency, first aid or EMT assistance shall be rendered immediately.

(2) The Tactical Training Program Manager and the Academy Commander shall be notified immediately in the event of injury or as a result of a training exercise.

(3) The Staff Office shall maintain emergency notification information, which shall be current at all times. The Staff Office shall also maintain current information on appropriate medical facilities and emergency services in an accessible location.

- (4) Trainees who are relieved from training as a result of an injury shall not be allowed to resume training without an appropriate medical release.
- d. All instructors shall adhere to approved lesson plans when conducting psychomotor skills training.
- (1) Additions or changes in course content shall be carefully evaluated and appropriately reviewed in advance of training to ensure maximum safety to students.
- e. Trainees shall be exempted from training if the possibility exists that previous injuries or pre-existing medical restrictions may affect their ability to safely participate in training. It is the responsibility of all trainees to immediately notify the lead course instructor of any known pre-existing medical condition which is likely to be aggravated by or affect performance during training.
- (1) If the possibility exists that a medical condition may exclude a trainee from participating in psychomotor skills training, a medical release from a physician shall be required prior to allowing such training to take place.
- f. Instructors shall demonstrate an attitude of safety and exhibit a professional demeanor at all times. A "safety-first" attitude shall permeate all training exercises.
- (1) Undue exertion of harshness in psychomotor skills training which could result in injury to trainees will not be allowed.
- (2) Instructors shall display self-control and discretion at all times during training in an effort to ensure appropriate safety measures are adhered to and a safety-conscious attitude is demonstrated.
- (3) Academy staff shall be alert to changes in conditions of the facility which could induce an injury. All such unsafe conditions shall be reported to a supervisor immediately and appropriate measures taken to correct them.
- (4) Instructors shall be continually alert to, and apply, any specific safety rules and appropriate precautions inherent to particular types of training.
- g. Tactical Unit supervisors are encouraged to make every effort to ensure that at least one member of their instructional staff is EMT certified. At the very least, first-aid and CPR certifications shall be kept current by enrolling instructors in in-service training as necessary.
- h. Instructors of defensive tactics, arrest control techniques, physical fitness and agility training, and similar programs are encouraged to seek specialized training courses that will enhance their particular expertise. Attendance at such courses shall be accomplished through the out-service training process.

- i. Tactical Unit supervisors shall establish and document appropriate instructor-to-student ratios for each psychomotor skills training segment. The following shall be considered when establishing the ratios:
  - (1) The intensity or pace of the training experience.
  - (2) Student familiarity with the material.
  - (3) Student injury potential.
  - (4) The degree of supervision necessary for students participating in each particular training segment.
- j. Instructor-to-student ratios shall be closely monitored in order that adjustments may be made as necessary.
- k. Instructors of psychomotor skills shall maintain a high level of discipline over students at all times.
- l. Instructors should reduce the pace and intensity of exertive training during particularly severe heat waves, poor air quality, or other intense climatic conditions.
  - (1) Training that requires intense physical exertion should be conducted in the early morning or late evening hours during hot summer weather whenever possible.
- m. Instructors in psychomotor skills training shall be clearly identifiable by their unit and name which shall be embroidered in bold letters on uniform shirts.
- n. Instructors shall have immediate access to emergency services through telephone or radio communications at all times during psychomotor skills training. In addition, EMT and first-aid kits shall be immediately available as appropriate.
- o. Trainees shall have the opportunity to avail themselves of restroom facilities and drinking water as needed.

## **FIREARMS AND CHEMICAL AGENTS**

### **SAFETY GUIDELINES**

#### **1. GENERAL.**

a. The CHP Academy firing range facility is a restricted access area bordered on all sides by a dirt berm and chain link fencing. The exterior of the dirt berm is marked by warning signs and a six-foot cyclone fence to prevent unauthorized entry and advising of the potential hazards. All firearms training shall be conducted in accordance with the scheduled training periods and under the immediate supervision of a POST-certified firearms instructor. All procedures regarding safety will be closely monitored by the range personnel to maintain continuity in safety practices which will ensure a safe learning environment.

#### **2. PROCEDURES.**

a. "Rules of the Range" contained in the Cadet Lesson Plan will be taught during the cadet training classes and will be emphasized prior to each training session. Each cadet will receive a copy of the range rules. Allied agencies utilizing the range facility will review and receive a copy of the range rules during the signing of the contract. "Rules of the Range" will also be posted in the indoor and outdoor range towers for individuals to review prior to each shooting session.

b. The weapons training area is separated into three different ranges. The shotgun/rifle range is the dirt area located at the west side of the range facility. The dirt berm on the west side and the north side of the facility is the designated bullet impact area. There is also a west facing rubber composite bullet trap which is a designated bullet impact area on the shotgun/rifle range. The "outdoor" range is the range facility located to the east of the shotgun/rifle range. The Linatex bullet trap located at the north edge of the "outdoor" range is the designated handgun bullet impact area. The indoor range is located on the far east edge of the range facility and has a rubber composite bullet trap designated as the bullet impact area. The Linatex and rubber composite areas will be the only impact areas authorized while shooting on the "outdoor" and "indoor" ranges.

c. The indoor range has an easily identifiable clearing tube which will be used for the safe clearing of all weapons. Both range facilities have bleacher areas for persons not directly engaged in shooting. No shooting will be conducted in or from the bleacher areas.

d. Flood lights are located in all areas of the range for illumination should an emergency occur during a night time exercise. The indoor and outdoor ranges are equipped with public address systems inside the range houses and also with remote control public address systems.

Should there be a problem with one of these systems, there is a hand-held megaphone available upon request from the range staff.

e. Both range facilities have shelter should it be needed during adverse weather conditions. All cadets have protective clothing issued to them should it be needed.

f. The "indoor" range facility is an open air facility and is not subject to the standards set by Cal-OSHA regarding indoor range facilities.

g. First aid kits are posted on the indoor and outdoor range towers. An EMT kit with oxygen is located in the range office.

h. All steel targets shall be positioned with the plate facing downward in order to allow the ricochet to be deflected into the dirt.

(1) Ricochets must always be considered when setting up props for tactical shooting scenarios.

i. Ear and eye protection shall be worn at all times when directly engaged in shooting. Head phone-type ear protection shall be worn at all times on the indoor range.

j. Weapons must be carried in an appropriate holster, in a gun rug, or with the action open. Any shooting conducted without a holster should be done on the indoor range so the bench may be utilized.

k. All weapons issued to cadets have received a full inspection prior to issue. These weapons will be inspected and internally cleaned prior to graduation.

(1) Weapons issued to cadets shall not leave the Academy grounds until successful completion of cadet training.

l. Cadets must wear issued uniforms during all training unless specific instructions are given for the wearing of civilian clothing.

(1) Soft body armor is considered mandatory and shall be worn during all phases of firearms training by all personnel utilizing the Academy range facility.

m. All Weapons instructors shall wear the appropriate uniform while conducting cadet training.

3. INSTRUCTOR QUALIFICATION.

- a. All Academy firearms instructors shall have a minimum of three years field experience.
  - (1) New instructors shall be given a 30-day training period and begin instruction only after demonstrating their expertise in all phases of training.
- b. All firearms instructors shall attend a POST-certified instructor/rangemaster course or its equivalent.
- c. Whenever feasible, firearms instructors should attend firearms instructor update courses.

4. STAFF-TO-STUDENT RATIO.

- a. The ratio of staff to students should be a minimum of :

	<u>Instructors/Students</u>
First two sessions with new weapon	1/6
Remaining "on-line" sessions	1/10
Stress course sessions	1/1
Shotgun "on-line"	1/10
Rifle "on-line"	1/10
Less Lethal Shotgun "on-line"	1/10

5. PRESENTATION.

- a. Safety briefings should occur prior to each training session. These briefings should include the following:
  - (1) Range rules shall be reviewed prior to each training session.
  - (2) Procedures for malfunctions and/or any other problem which may occur while on-line.
  - (3) Trigger finger placement while not on target.

- (4) Orientation on tactical shooting courses.
- (5) Wash hands after shooting to remove lead particles.

6. CHEMICAL AGENTS.

- a. All cadets will receive classroom training for chemical agents prior to the actual exposure. During this training, cadets will be briefed on all safety rules, proper use of the protective mask, and any other procedures which must be adhered to during the training. All training in the classroom will be conducted with the demonstration of inert training devices and any appropriate visual aids.
- b. The exposure site will be the Caltrans dynamic testing area. This area will be checked for any hazards to include potential fire hazards prior to the start of class. The perimeter area should be checked for any persons who may be exposed accidentally should there be a change in wind conditions.
- c. The "water wagon" should be taken to the exposure site at the beginning of training and should be used for personal decontamination. A fire extinguisher should be equipped on the wagon in case of a fire.

7. INSTRUCTORS.

- a. Instructors should have attended a POST-certified chemical agents instructor course or its equivalent.
- b. Instructors shall supervise cadets until each cadet has decontaminated themselves by allowing the wind to blow the chemical agent from their body or by rinsing with the water provided at the decontamination site.

8. STAFF-TO-STUDENT RATIO.

- a. The ratio of staff to students should be:

Instructors/Students

Classroom	1/100
Exposure	1/6

- b. The Academy Commander and Tactical Program Manager are present when cadets participate in the chemical agents training at the Cal-Trans dynamic testing area along with two members from the CHP Emergency Medical Services staff.

## DRIVER TRAINING

### SAFETY GUIDELINES

#### 1. GENERAL.

a. The CHP Academy has approximately 200 acres of restricted access area for driver training. All driver training shall be conducted in the restricted access areas where the occurrence of injury to trainees is minimized. The efforts of all personnel involved in driver training shall be directed toward ensuring a safe environment within which maximum training benefit can be accomplished.

#### 2. PROCEDURES.

a. Academy driver training areas consist of a 1.75 mile high speed track, 1/3 mile skid pan, skid recovery area, and defensive driving area. All areas are designed with adequate run-off areas, minimal obstructions, no interference with other training exercises, and excellent surface conditions. All areas are readily accessible by fire, rescue, and other emergency equipment. Driver training shall be restricted to these areas.

b. The facility condition shall be continuously monitored by instructional staff for any safety hazards. Any unsafe conditions shall immediately be reported to a supervisor.

c. The vehicles utilized for driver training shall be "police package" vehicles equipped with heavy duty components suitable for the rigors of law enforcement use.

(1) The training vehicles shall be equipped and maintained appropriately for the type of training for which they are utilized.

a Defensive driving vehicles shall be equipped as road patrol vehicles.

b Skid pan vehicles shall be equipped with three-point safety belts and special skid pan tires.

c High speed vehicles shall be equipped with full roll cages, five-point safety harnesses, and shall be comprehensively maintained.

d Commentary driving vehicles shall be equipped as received from the manufacturer.

d. The use of safety belts or safety harnesses is required during all phases of training.

e. During high speed or pursuit training, helmets, five-point safety belt systems, and roll cage-equipped vehicles shall be utilized.

f. The safety/fire truck shall be on site and available during all training phases.

(1) The truck shall be equipped at all times with fire extinguishers, Emergency Medical Technician kit, pry bars, chains, and 300 gallon water tank with pump and related hoses.

g. Whenever possible, driver training staff whom are qualified as EMT-I's shall be immediately available during training exercises.

h. All training vehicles shall be inspected regularly and shall undergo a rigorous maintenance program.

### 3. INSTRUCTOR QUALIFICATION.

a. The driver training staff shall utilize instructors with a minimum of three years of road patrol experience.

(1) New instructors shall be given a 30-day training period and begin instruction only after demonstrating their expertise in all phases of training.

### 4. STAFF-TO-STUDENT RATIO.

a. The ratio of staff to student shall be:

#### Instructors/Students

Vehicle Placement	4/12
Skid Pan	2/4
High Speed	1/1
Defensive Driving	4/12
11-99	1/1
11-100	
Code-3	1/1
Commentary Driving	1/3

5. PRESENTATION.

- a. All students shall be briefed on safety rules prior to each phase of training.
- b. All students shall be monitored during all phases of training for fatigue, motion sickness, or any illness that could affect their safety.

## PHYSICAL METHODS OF ARREST / DEFENSIVE TACTICS

### SAFETY GUIDELINES

#### 1. GENERAL.

a. Physical Methods of Arrest (PMA) training should generally be conducted in the Academy gymnasium. The efforts of all personnel involved in PMA shall be directed towards ensuring a safe environment within which maximum training can be accomplished.

#### 2. PROCEDURES.

a. The Academy gymnasium is a 9,329 square foot general purpose facility utilized for PMA. The facility consists of an approximately 8,000 square foot general purpose area, two weight rooms, a stage, two locker rooms with shower and toilet facilities, two restrooms, an equipment room, and a janitor room. A 42 foot x 75 foot underwater safety tank, with depths ranging from 3 1/2 feet to 12 1/2 feet, is located adjacent to the gymnasium.

b. The gymnasium provides a safe, shock absorbing area for calisthenic exercises while the underwater safety tank provides a well-lit, secured area for underwater safety training and swimming. All designated running areas have restricted access from outside interference, provide adequate traction, and are free from physical hazards and obstructions.

c. The facility condition shall be continuously monitored by the PMA staff for any safety hazards. Any unsafe condition shall immediately be reported to a supervisor.

d. PMA training is generally conducted in the gymnasium. Exercise mats are used when training involves contact techniques such as takedowns, ground fighting, felony handcuffing, etc.

e. Cadets shall wear the required physical training uniform and appropriate footwear to allow for flexibility of movement, support, and personal safety.

(1) California Highway Patrol T-shirt, dark blue shorts, and dark blue sweatpants (sweatpants are optional during running).

(2) Quality court shoes (worn during calisthenics, stretching, and all PMA classes).

(3) Quality running shoes (worn only during running and obstacle course).

(4) Appropriate undergarments.

(a) Athletic supporter for men.

- (b) Support bra for women.
  - (5) Appropriate swimwear (worn only on swim days).
    - (a) One-piece suit for women.
  - (6) No watches, rings, necklaces, earrings, or other jewelry.
- f. Mats and the surfaces of all equipment which cadets come in contact with should be cleaned regularly.
- g. The PMA staff shall conduct periodic equipment inspections to ensure safety and suitability.
- h. Instructors shall maintain an appropriate level of discipline and ensure cadets abide by all rules of conduct during training.
- i. Instructors shall monitor physical fatigue factors such as long periods of training, environmental conditions, or other factors which can unduly fatigue participants, increase injury potential, or affect the ability of the cadet to perform safely.
- j. Appropriate warm-up and stretching exercises should be conducted prior to engaging in PMA training. At the conclusion of training, an appropriate cool-down period should be included.

### 3. STAFF-TO-STUDENT RATIO.

- a. The staff-to-student ratio for PMA training should be:

#### Instructors/Students

PMA Training          1/15

4. PRESENTATION.

- a. Trainees attending in-service or instructor-level PMA training shall be briefed on specific physical requirements, fitness expectations, and training standards prior to training.
- b. Trainees in poor physical condition or with injuries that preclude full participation in training should not be assigned to attend an instructor-level course.

## SCENARIO TRAINING

### SAFETY GUIDELINES

#### 1. GENERAL.

a. All POST-certified scenario training and testing for Enforcement Tactics (ET) shall be conducted at the Academy. This will ensure a controlled environment where the occurrence of injury to the trainees is minimized. The efforts of all personnel involved in training and testing shall be directed toward ensuring a safe environment within which maximum training benefit can be accomplished.

#### 2. PROCEDURES.

a. The use of the Academy facility for scenario training and testing provides for the following:

- (1) Potential hazards to the public are reduced.
- (2) The scenarios are performed in a controlled environment.
- (3) Safety to persons who are not directly engaged in training and testing is ensured.

b. The trainees shall be provided with radio equipped, run-out road patrol vehicles for scenario training and testing. The vehicles shall not be driven at a speed greater than 30 mph at any time during the scenario training and testing. Safety belts shall be worn by all trainees when operating or riding in a vehicle.

c. The trainees shall be given proper safety equipment required to perform a specific task.

d. Trainees will use their UNLOADED service weapon during scenario training and "Basic Stop & Felony Stop" scenario testing. The trainees shall be given a SIMUNITION® converted and marked weapon during "Crimes In Progress" scenario testing.

(1) Basic Stop & Felony Stop: The weapons shall be inspected by the evaluator/OIC during the briefing prior to any scenario training and testing. Additionally, the weapons shall be inspected by the evaluator/OIC after trainees return from any break.

(2) Crimes In Progress:

(a) Any firearm(s) utilized during a scenario test shall be inspected and deemed safe by a minimum of three Academy Instructors.

- (b) The evaluator/OIC will conduct the final firearm(s) inspection prior to commencing any scenario test.
- e. The scenario locations shall be inspected by the evaluator/OIC for any unsafe condition prior to any scenario training or testing.
- f. All evaluators/OIC's shall maintain an appropriate level of discipline over trainees and role players at all times during the training and testing.
- g. First aid equipment shall be readily available during all scenario training and testing. Whenever possible, a departmental Emergency Medical Technician (EMT) should be available during the training and testing.

### 3. INSTRUCTOR QUALIFICATION

- a. All evaluators/OIC's and role players for scenario testing must have completed the "Scenario Evaluator Training" course.

### 4. STAFF-TO-STUDENT RATIO.

- a. The ratio of instructional staff to trainees shall be:

1/1 for each scenario

### 5. PRESENTATION

- a. Evaluators/OIC's, trainees, and role players shall; be briefed separately by an ET instructor prior to participating in scenario testing. The following safety issues shall be addressed:

- (1) Maximum vehicle speed limit (30 mph).
- (2) Minimum use of the appropriate level of force during scenario training and testing.
- (3) Inspection of all weapons/props to be used during scenario training and testing.
- (4) The termination of a scenario by any participant should a safety hazard become apparent.

- b. Any injury or unusual occurrence shall be reported to the evaluator/OIC immediately.

## **LIFETIME FITNESS SAFETY GUIDELINES**

### **1. GENERAL.**

a. Lifetime Fitness should generally be conducted in the Academy gymnasium, water safety tank, designated running track, and obstacle course and/or surrounding Academy grounds. The efforts of all personnel involved in Lifetime Fitness shall be directed towards ensuring a safe environment within which maximum training can be accomplished.

### **2. PROCEDURES.**

a. The Academy gymnasium is a 9,329 square foot general purpose facility utilized for Lifetime Fitness. The facility consists of an approximately 8,000 square foot general purpose area, two weight rooms, a stage, two locker rooms with shower and toilet facilities, two restrooms, an equipment room, and a janitor room. A 42 foot x 75 foot underwater safety tank, with depths ranging from 3 1/2 feet to 12 1/2 feet, is located adjacent to the gymnasium.

b. The gymnasium provides a safe, shock absorbing area for calisthenic exercises while the underwater safety tank provides a well-lit, secured area for underwater safety training and swimming. All designated running areas have restricted access from outside interference, provide adequate traction, and are free from physical hazards and obstructions.

c. The facility condition shall be continuously monitored by the Lifetime Fitness staff for any safety hazards. Any unsafe condition shall immediately be reported to a supervisor.

d. Lifetime Fitness is generally conducted in the gymnasium. Exercise mats are used during the stretching and calisthenic phase of Lifetime Fitness.

e. Cadets shall wear the required physical training uniform and appropriate footwear to allow for flexibility of movement, support, and personal safety.

(1) California Highway Patrol T-shirt, dark blue shorts, and dark blue sweatpants (sweatpants are optional during running).

(2) Quality court shoes (worn during calisthenics, stretching, and all Lifetime Fitness classes).

(3) Quality running shoes (worn only during running and obstacle course).

(4) Appropriate undergarments.

- (a) Athletic supporter for men.
  - (b) Support bra for women.
- (5) Appropriate swimwear (worn only on swim days).
  - (a) One-piece suit for women.
- (6) No watches, rings, necklaces, earrings, or other jewelry.
- f. Mats and the surfaces of all equipment which cadets come in contact with should be cleaned regularly.
- g. The Lifetime Fitness staff shall conduct periodic equipment inspections to ensure safety and suitability.
- h. Instructors shall maintain an appropriate level of discipline and ensure cadets abide by all rules of conduct during training.
- i. Instructors shall monitor physical fatigue factors such as long periods of training, environmental conditions, or other factors which can unduly fatigue participants, increase injury potential, or affect the ability of the cadet to perform safely.
- j. Appropriate warm-up and stretching exercises should be conducted prior to engaging in Lifetime Fitness. At the conclusion of training, an appropriate cool-down period should be included.

### 3. STAFF-TO-STUDENT RATIO.

- a. The staff-to-student ratio for Lifetime Fitness should be:

#### Instructors/Students

##### Lifetime Fitness

1 instructor/Class Session (approx 35-70 students)

## **MOTORCYCLE TRAINING**

### **SAFETY GUIDELINES**

#### **1. GENERAL.**

a. The CHP Academy has specific restricted access areas for motorcycle training. All motorcycle training shall be conducted in the restricted access areas where the occurrence of injury to trainees is minimized, or on public roadways. The efforts of all personnel involved in motorcycle training shall be directed toward ensuring a safe environment within which maximum training benefit can be accomplished.

#### **2. PROCEDURES.**

a. Safety rules and procedures shall be presented to students before training actually begins.

b. The majority of training is conducted on the motorcycle training roadway network to allow freedom from interference of uninvolved vehicles and pedestrians.

(1) Training occurring on Academy grounds but outside of this specific training area shall be coordinated with the appropriate unit to allow for exclusive access to the training site.

(a) Trainees traveling to and from training sites will be lead and followed by instructors, ensuring other vehicles and pedestrians do not pose a safety hazard.

c. Motorcycle training sites shall remain free from obstructions and interference with other training exercises.

(1) All higher speed exercises shall be conducted in the motorcycle training roadway network.

(a) The roadways in this network are bordered by level dirt shoulders allowing for sufficient "run out" areas.

d. Training sites shall remain accessible to fire rescue and other emergency equipment via paved and improved dirt roads.

e. Drinking water and restroom facilities are situated near training sites and are routinely visited during a mid-morning, noon lunch, and mid-afternoon breaks.

f. Instructors shall continuously monitor training sites in order to detect and correct any condition which might adversely affect student safety.

### 3. EQUIPMENT GUIDELINES.

a. All training motorcycles shall be provided by the Department.

(1) Training during the first five days shall be conducted on stripped-down motorcycles. This reduces the possibility of injuries caused by original equipment (i.e., side boxes, windshield, mirrors, etc.).

(2) All motorcycles will be inspected, serviced, and test ridden on a regularly scheduled basis.

b. Trainees are required to wear the following safety equipment whenever the motorcycle is in motion:

(1) Helmets.

(a) Provided by Department and shall meet Snell Safety Foundation standards.

(b) Shall remain securely strapped at all times.

(c) No chin cups permitted.

(2) Gloves.

(a) Leather (best) or cloth.

(3) Glasses.

(a) Shatter resistant.

(b) Tempered.

(c) 100 mm.

(d) Plastic.

(e) Sunglasses during daylight only, clear glasses during night ride (no polaroid).

(4) Boots.

(a) Lace type (best) or Wellington style.

(b) Motorcycle boots.

c. A fire extinguisher and EMT kit shall be immediately available at each training site.

(1) At least one member of the Motorcycle Training staff shall be certified as an EMT-I.

4. INSTRUCTOR QUALIFICATION.

a. Must be Category I rider.

(1) Successfully complete the Motorcycle Enforcement Training Course.

(2) Successfully complete a 30-working day break-in period.

(3) One continuous riding year equaling 1680 hours.

b. Two years enforcement riding experience without a collision attributed to rider error.

c. Successfully complete the 24-hour Certified Motorcycle Training Officer Course.

d. Submit a resume and at least two examples of completed staff work (i.e., felony investigations, college term papers, etc.).

e. Function as an associate instructor at the Academy for a six-day "trial" period during an Initial Motorcycle Class.

f. Complete a 30-day temporary assignment at the Academy performing duties as a Motorcycle Instructor during Initial, In-Service, and Certified Motorcycle Training Officer Classes. Candidates will demonstrate above-average oral and written communication skills.

5. STAFF-TO-STUDENT RATIO.

a. The staff-to-student ratio for Initial and In-Service classes will not exceed one instructor for every six students.

b. Due to the complexity of the Certified Motorcycle Training Officer Course, a staff-to-student ratio of one to three shall be maintained.

6. PRESENTATION.

a. Safety rules are to be emphasized to all students at the beginning of the course.

(1) Safety issues particular to each exercise will be discussed with students before training actually begins.

7. SPECIFIC SAFETY RULES.

a. In order to properly control the motorcycle, students will demonstrate the ability to place the balls of both feet on the ground simultaneously while sitting astride a motorcycle.

(1) While sitting astride the motorcycle in this manner, students will be required to back the motorcycle three feet up a 6% grade.